

**Employee Engagement, Reward System and Service Performance of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**

**Oluwakemi Rebecca BAMIDELE**  
**LCU/PG/003241**

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**CONTENTS**

This is to certify that **Oluwakemi Rebecca BAMIDELE** with matriculation number LCU/PG/003241 carried out this study titled “**Employee Engagement, Reward System and Service Performance of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**” in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the Award of Master Degree (MSc) in Office and Information Management and that this thesis has not been previously submitted.

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**Dr. Sophia V. ADEYEYE**  
(Supervisor)

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**Date**

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**Dr Sophia V. ADEYEYE**  
(Head of Department)

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**Date**

**Dedication**

This research is dedicated to the Glory of God Almighty who empowered me to complete this work successfully.

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, the researcher alone stand responsible for the error (s) if any, found in this work.

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### **Abstract**

This study investigated the influence of employee engagement and reward systems on the service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The study adopted a descriptive survey design. The population was 500 staff, who were information practitioners (customer service executives, secretaries, and tellers). The Lagos Central Senatorial district covers Apapa, Eti-Osa, Lagos Island, Lagos Mainland, and Surulere; the Lagos East Senatorial District covers the Local Government Areas of Epe, Ibeju-Lekki, Ikorodu, Kosofe, and Shomolu; and the Lagos West Senatorial District covers Agege, Ajeromi-Ifelodun, Alimosho, Amuwo-odofin, Badagry, Ifako-Ijaiye, Ikeja Mushin, Ojo, and Oshodi-Isolo Local Government areas. The sample size was 217 using Krejcie and Morgan (1970) sample size table. A combination of random and non-probability convenience sampling methods was used to determine respondents from the selected banks. The data were obtained using a validated questionnaire and was subjected to a Cronbach Alpha's test which produced a range value from 0.702 to 0.842. Out of the expected 217 questionnaire administered, the researcher obtained 200 and they were analysed using both descriptive and inferential statistics (testing the null hypotheses using Multiple Regression analysis at 0.05 level of significance). The relative results showed that employee engagement (Adj.  $R^2 = 0.309$ ;  $p = 0.000$ ;  $B = 0.368$ ) significantly influences service performance; and reward system (Adj.  $R^2 = 0.364$ ;  $p = 0.000$ ;  $B = 0.611$ ) significantly influences service performance. And the combined results proved that (Adj.  $R^2 = 0.507$ ;  $p = 0.000$ ; Beta (Engagement) = 0.131; Beta (Reward) = 0.262) significantly influence service performance. The study concluded that both employee engagement and reward systems are crucial for enhancing the service performance of information practitioners in deposit money banks. It is recommended that bank management should prioritize effective employee engagement strategies and robust reward systems to optimize service performance.

**Keywords:** Deposit Money Banks, Employee Engagement, Information Practitioners, Reward Systems, Service Performance

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## **List of Acronyms**

<b>Abbreviation</b>	<b>Meaning</b>
EE	Employee Engagement
EP	Employee Performance
RS	Reward System
SP	Service Performance
LCB	Licensed Commercial Bank
SPSS	Statistical Package for Social Science
MSMEs	Micro, Small and Medium Enterprises
PCA	Principal Component Analysis
MONOVA	Multivariate Analysis of Variance
SEM	Structured Evaluation Modeling

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## **Chapter One**

### **Introduction**

#### **1.1 Background to Study**

Performance is an important influencing factor in every industry or sector regardless of its type, sizes and level of development. It is viewed as the effectiveness, quality, and efficiency of overall output which goes a long way to show how valuable various entities is to an organisation or sector. Each human entity is an asset to the organisation, in which the returns provided by each entity must be significant. Performance in this aspect is as a result of factors and energy put in place by each player in the organisation, this energy can be tangible, seen or calculated in number. This performance is influenced by a variety of individual traits. In a competitive environment, every organisation needs a high-performing human entity that fulfills the goals and objectives as well as enhances the productivity of the organisation. It is noteworthy to state that individual service performance is sometimes associated with work behaviours that are germane to achieving organisational goals which are within the individual job holder's control.

The service performance of employees is crucial for the provision of quality services in the organisation which in turn raises the satisfaction of the customers. Conversely, service performance encompasses a range of elements including service quality, responsiveness, security, innovation, and dependability. Good bank service delivery can improve clients' experiences and boost their level of satisfaction<sup>1</sup>. This goes to show how vital an employee is to an organisation. Their performance is the consequence of variables and efforts put in place by each employee of the firm which may be physical, observable or quantified in number. An employee's performance can be summed up as how well they execute their responsibilities. On the other hand, there are a number of elements that affect performance, including contextual and task performance. Task performance is judged according to the goals;

contextual performance shows the soft skills, like how well employees relate to clients, coworkers, or handle problems<sup>2</sup>.

Service performance has been defined in several ways. First, it is described to reach a goal or set goals within a job, role or organisation, but not the actual consequences of the acts performed within a job<sup>3</sup>. Furthermore, it is described as a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of an employee, with the help of supporting factors and the appropriate working environment to undertake this effort accurately, shorter and less costly<sup>4</sup>. This implies that service performance is the process of measuring how close an organisation is to achieving its goals over a period of time which applies to every organisation including banks and other financial institutions.

Banks and other financial institutions are one of the most important components of any country's financial system. They play a vital role in determining the effectiveness and efficiency of the financial system and represent the vital medium through which money flows from savings to investors in various sector of the economy. However, the performance of information practitioners in this financial system is one issue that has garnered the attention of academics and practitioners alike. Regulatory Authorities all over the world have always given priority to the financial sector at all levels; notably at the banking sector because they play a role in supporting economic activity, promoting economic growth and ensuring financial stability. And a well-functioned banking system can therefore be facilitated into a healthy, robust and stable sector by equipping information practitioners with the right and advance technology to make the banking system easier and seamless<sup>5</sup>. This goes to show that the performance of information practitioners plays a significant role in the advancement of the banking sector and the economic well-being of a country in general<sup>6</sup>. This is because the high service performance of individuals will lead to better organisational performance<sup>7</sup>.

High service performance allows diverse organisation to fulfill their goals and guarantee that they survive and prosper. Due to the rising competitions among organisations, both products and services, it has become important for firms to enhance their performance and concentrate on their human components to assure excellence and prosperity<sup>8</sup>. It is viewed that service performance is a multidimensional idea consisting of many facets such as an organisation's output (service result), employee mode of accomplishing his or her task (service behaviour), and the employee's attitude towards his or her job (personal traits). Service performance can be seen as an action or achievement considered in relation to how well or how successful a person has done or executed an action<sup>9</sup>. Relating this view to information practitioners in an organisation, service performance of information practitioners implies the total extent to which they are able to accomplish their job responsibilities, the method they employ in accomplishing tasks and their attitude to work.

Given the centrality of performance, it becomes clear that the measurement of job performance should capture specific performance as reliable and valid as possible. Due to various dimensions of performance, a variety of measures of service performance has been used over the past decades. Therefore, there is no universally accepted model of measuring this form of performance and therefore has become an important standard in achieving specific goals and objectives. Service performance has been seen through different angles; while some conceptualize it as a rating scale, tests of job knowledge, hands-on job samples, and archival records, others highlight its multidimensional nature<sup>10</sup>. These different conceptualizations result in differing measurement parameters for service performance in terms of "objective judgment" and "subjective judgment" or a mixture of both; for example: performance can be based on a subjective rating on how an individual feels a particular

character has performed or an objective score based on the fraction of goal or objectives achieved by these individuals.

However, the Service performance model (SERVPERF) propounded in 1994 is a robust technique used for measuring service performance. This theory is based on the service performance construct which refers to the reconfiguration of internal and external competences in an organisation as an important approach to describe the full set of work responsibilities that encompass both organisational context and individual work behaviour. It is a concept that considers most of everyday routines, organisational skills, resources and functional competencies to develop competitive advantage and respond to changing environments<sup>11</sup>. Relating this view to information practitioners in the banking industry, it implies the total extent to which information practitioners are able to integrate or recombine important resources (new method they employ in accomplishing tasks and their attitude to work) that will support a firm's performance in responding to customer needs quickly<sup>11</sup>.

The measures include reliability, empathy and responsiveness (speed of delivery). These measures can be used as key variables for measuring service performance among information practitioners in money deposit banks. For the purpose of this study, these three (3) measures will be adopted to measure service performance among information practitioners in the selected money deposit banks<sup>9</sup>. Reliability in the context of this study refers to the ability to perform the promised service dependably and accurately, it involves delivering the service on time, as promised, and with the desired level of accuracy. Reliability is crucial in building trust and confidence in the service provider. Empathy refers to caring about others and providing individualized attention to customers by the information practitioners to deliver its services to meet expectation. This involves demonstrating empathy, compassion, and a genuine desire to understand the customer's perspective. Empathetic service providers strive

to tailor their services to meet the specific needs and preferences of individual customers. Responsiveness is the ability of information practitioners to complete tasks and work according to the time been given and planned. Responsiveness involves being attentive to customer needs, inquiries, and requests in a timely manner<sup>12</sup>.

Globally, the performance of financial institutions, especially deposit money banks is premised on the quality and capacity of task/work output. However, within financial institutional rankings of deposit money banks, the best still battles with issues on how employees perform tasks focusing on efficiency, skills, initiatives, and competence<sup>13</sup>. This only reinforce the notion of poor service performance of deposit money banks in Lagos State, Nigeria. Although, information practitioners in deposit money banks in Lagos state need not only their knowledge, skill, attitude in their work but high level of creativity or ability across the various banking functions. This is due to the fact that their job responsibilities vary in line with their various departmental obligations. More so, lack of cross-departmental effort, resources, and management commitment to improve and reconfigure products, processes, markets, and static management orientation in order to evolve with work processes can to some extent affect, the way they create and deliver products and services significantly.

The service performance of information practitioners in money deposit banks is of importance because high service performance is an important avenue towards supporting management, collection of routines that, together with its input flows, confers upon the management a set of decision options for producing significant outputs of a particular type that stems from the proficient use of the money deposit bank's human resources, assets (tangible and intangible), processes, and administrative systems, including the coordination needed to combine in-house and external resources which is a measure of its technical fitness<sup>14</sup>. In order for money deposit banks to develop the above capacities, information

practitioners must be well engaged and committed to co-ordinate activities, learn within the organisation, and re-configure resources based on repetition, experimentation and identification of new opportunities which require a longer-term focus and involve subordinating short-run cost cutting optimization, and other “best practices” to (longer time) innovation-enhancing strategies. Hence, money deposit banks must be at the forefront in engaging talented information practitioners who are highly developed especially in their quest to acquire more knowledge in information, innovative culture and talent building relying on good leadership from management and must be given standard and considerable platform to develop their career.

Employee Engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organisation and its employees. Engagement is an emerging psychological construct that purports to measure how much a person is into their job. Engagement is an example of a recent approach to psychology, stemming from the positive psychology movement<sup>15</sup>. It is a broadly discussed concept that has undergone several types of research owing to its importance in business and organisational contexts. It refers to the level of commitment and dedication that employees have towards their job and the organisation they work for, and it is a crucial factor that can significantly impact the performance of the organisation. It is one major aspect that pertains to and could affect all forms of employees at every cadre and at one point in time or the other. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Which is a critical prerequisite for the innovation, growth, and survival of an organisation.

Employee engagement level has become an important standard in achieving the organisational goals and objectives. Engagement has been used and applied from different

perspectives; these differing perspectives gives rise to differing measurement parameters. These measures have been a mixture of both co-creational and functionalistic approaches on how an employee has performed and express themselves. However, various efforts have been made to operationalize the concept of employee engagement without an agreed definition regarding definition, predictors and consequences<sup>16</sup>. Thus, its scope and definition have been conceptualized under different perspectives, and diverse concept resulting in variations in its definition. Thus, employee engagement is defined as a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance<sup>17</sup>.

It is also described as one's emotional attachment to an organisation in return for economic exchange and a positive feeling of satisfaction and the employee state of mind<sup>18</sup>. It is also defined as the level of commitment and involvement an employee has towards their organisation and its values and beliefs. There are two common characteristics that were noteworthy for defining engagement. First, engagement indicates "a psychological connection with the performance of work tasks rather than an attitude toward features of the organisation or the job and second, it relates to the investment of multiple personal resources in work so that the experience with one's work is simultaneous and holistic<sup>19</sup>. To sum it up, it can be said to be a relatively enduring state of mind referring to the simultaneous investment of an individual's physical, cognitive and emotional energies in the performance of Job. It thus becomes important for organisations to actively encourage a work environment and culture that would foster employees' engagement as well as their performance behaviour. Thus, an engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation. Engaged employees demonstrate by offering a better delivery service, which in turn increases production turnover thereby generating higher revenues<sup>19</sup>.

Considering the above concept for the purpose of this study, the Social Exchange Theory is a robust technique used for measuring employee engagement which focuses on describing the relationship between employers and employees in a work setting<sup>20</sup>. This theory is based on the social exchanges between or among social actors that generate responsibilities voluntarily agreed, entered and created through interactions between or among parties who are in a position to give tangible or intangible resources in expectation for a return of that which they expect from each other. The measures include; commitment, trust, reciprocity and power which were adopted from the social exchange theory<sup>20</sup>. Commitment implies that employees are committed to the cause to perform their duties for the perpetuity of the relationship between them and their employer. Trust is a critical element that influences the dynamics of social interactions and relationships. Trust plays a significant role in shaping the exchange process between employees and employers, determining the outcomes of their engagement. Reciprocity refers to the mutual exchange of resources, favors, or benefits between employee and employers. Reciprocity means that the relationship is bidirectional. Power refers to the relative dependence between employees on executing the main project and how this may influence decisions and behaviours<sup>21</sup>.

Organisational reward systems are crucial since they have become essential in managing employee performance. It is a component of compensation instituted to inspire employees directly and indirectly to the vision and objectives of the organisation which is advantageous for both the employees and the organisation. It consists of an organisation's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their market worth. It is a system developed within the framework of the organisation's reward philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures that provide and maintain appropriate types and levels of pay, benefits and other forms of reward which will

influence employee's behaviour and attitude towards their job and help them to reach personal goals<sup>22</sup>. Organisations can achieve high levels of performance by retaining and motivating their workforce through reward systems. Organisations must thus create reward schemes and other initiatives to meet the demands of their workforce and inspire them to work hard.

Reward system is defined as any process within an organisation that encourages, reinforces or compensates employees for taking a particular set of action<sup>22</sup>. In other words, it refers to ways and modalities (qualities) by which workers in an organisation can be motivated and stimulated to put more interest and effort that will lead to attainment of the organisational goals for the success and the good of the organisation. It is also described as those motivational tools which an organisation adopts to reward its workers for higher or improved productivity. It consists of monetary reward (extrinsic) and non-monetary (intrinsic) reward. These rewards vary from one organisation to another<sup>22</sup>. There is a need for workers to be motivated by providing variables or liable changes that will boost their morale or level of confidence in the service. These reward systems in an organisation may include but are not limited to improving the processes in service of job security, good salary and wages, adequate medical health facilities, canteen service, pension scheme, credit for job well done (recognition), housing and transport allowance, good management/workers relation, physical working conditions such as good office accommodation. These intrinsic and extrinsic rewards are offered by organisations to members to improve human resources outcomes<sup>23</sup>. The reward system is aligned to motivate employee performance which is consistent with the organisation strategy to attract, maintain, and retain employees with the knowledge, skills and abilities required to realize the organisation's strategic goal, and create a supportive culture and structure.

There are two aspects that decide how much a reward is attractive, the quantity of reward which is provided and the effort of an employee for a specific reward. Employees are certainly closer to their organisations and perform better job, while they receive healthier reward and recognition in their organisations. Rewards increase the level of efficiency and performance of the employees on their jobs and in the result thereof increase the success of the organisation<sup>24</sup>. It provides the much-needed stamina that propels performance in the organisation. Organisations with poor motivation system tend to perform dimly. Consequently, it is incumbent for the management of deposit money banks to develop strategies to improve performance through the provision of these incentives since employee's performance is dependent on the way management of money deposit banks treats employees in the organisation despite high salary<sup>24</sup>.

In this study, the reward system will consider measures such as salary package, promotion and recognition. These measures are adapted from Equity Theory<sup>22</sup>. Salary package is referred to as a fixed regular payment made by an employer, often monthly, for professional or office work done by an employee. Promotion can be said to be the process or fact of giving an employee a higher or more important job, responsibilities and authority with a corresponding increase in the salary or pay. Appreciation/recognition refers to a situation where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner in a work environment<sup>24</sup>. However, whatever type of knowledge, skill, attitude and high level of creativity involved, it is ideal that banks re-examine their business models to pave way for service quality. This is because customers' tastes and preferences keep changing day in and day out. These challenges raise the question of employee engagement and reward system in addressing the problem. In view of the above discussions, this study seeks to investigate the influence of employee engagement and reward system on

service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

## **1.2 Statement of the Problem**

The service performance of information practitioners in deposit money institutions is critical for human capital growth, effective operation, and maintenance in any competitive environment. In addition, these banks, especially Lagos State branches are perceived to be grappling with the challenges of engaging their workforce especially information practitioners due to frustrating work conditions arising from the lack of fair and just organisational justice.

Worse still, the lack of a well-defined career growth path of some of the information practitioners by either their direct employers or the banks to which they are seconded has led to some remaining as contract staff for longer years. All these and more may not only lead to demotivation and disengagement of this category of staff but could also impact negatively on their service performance. These challenges may have culminated into poor performance in deposit money banking system. Though several studies exist on employee engagement and reward system and how they influence service performance respectively. However, empirical studies that combined the two variables within the context of information practitioners' service performance in deposit money banks in Lagos State seem scarce. The few studies done have focused on singular contexts hence reinforcing the narrative that there is need for a study that would substantiate the interaction between employee engagement, reward system,

and service performance of employees specifically information practitioners of deposit money banks in Lagos State, Nigeria<sup>26,29,31</sup>. Hence, this study seeks to investigate the influence of employee engagement and reward system on service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of the study is to investigate employee engagement, reward system and service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The specific objectives are to:

- i. identify the level of service performance of information practitioners in deposit money banks in Lagos State, Nigeria;
- ii. identify the level of employee engagement of information practitioners in deposit money banks in Lagos State, Nigeria;
- iii. Identify the level of reward systems among information practitioners in deposit money banks in Lagos state, Nigeria;
- iv. determine the influence of employee engagement (commitment, trust, reciprocity and power) on service performance of information practitioners of deposit money banks in Lagos State, Nigeria;
- v. Ascertain the influence of reward system (salary package, promotion and appreciation/recognition) on service performance of information practitioners in deposit money banks in Lagos State, Nigeria; and

- vi. determine the combine influence of employee engagement and reward system on service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

#### **1.4 Research Questions**

The following research questions guide this study:

1. What is the level of service performance of information practitioners in deposit money banks in Lagos State, Nigeria?
2. What is the level of employee engagement of information practitioners in deposit money banks in Lagos State, Nigeria?
3. What are the level of reward systems among information practitioners in deposit money banks in Lagos State, Nigeria?

#### **1.5 Hypotheses**

The following hypotheses were tested at 0.05 level of significance:

- H<sub>01</sub>: There will be no significant influence of employee engagement (commitment, trust, reciprocity and power) on service performance of information practitioners in deposit money banks in Lagos State, Nigeria.
- H<sub>02</sub>: There will be no significant influence of reward system (salary package, promotion and appreciation/recognition) on service performance of information practitioners in deposit money banks in Lagos State, Nigeria
- H<sub>03</sub>: There will be no significant combined influence of employee engagement and reward system on service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

#### **1.6 Significance of the study**

This study is relevant and useful to the management of the deposit money banks, policy makers in the banking industry, academic, researchers, government, and general public.

The result of this study will reveal more to the top management their roles in seeking to attend to the skills required by employees of deposit money banks as well as unveil the potentials of information practitioners when properly engaged and rewarded for their services and proffer lasting solutions to problems relating to human resource management thus resulting in improvement in job performance, efficiency and high productivity. The regulating body of the banking industry in Nigeria will also benefit from the result of this study in line with the policy guiding the deposit money banks in Nigeria. The findings will also provide useful information to the policy makers in designing and implementing policies in the banking sector relating to engagement (creativity, job responsibility, enrichment) as well as proper reward system geared towards its sustaining performance. The information provided will be used to analyze the strengths and weaknesses of the selected deposit money banks and guide the policy decisions of the banking sector at large.

The results of this study have become an entry point for other researchers interested in further analyzing employee engagement and reward system and other related dimensions in the future. The study will no doubt augment existing literature and bring to the fore new insights particularly on employee engagement and reward systems as it relates to service and organisational performance which gives the banking sector a competitive advantage by increasing and sustaining a higher performance, attracting new customers and retaining the existing ones. The findings of the study may equally help the government in identifying the key resources in government establishment and putting in the strategies for engaging her employees as well as putting in place adequate reward mechanism. Finally, it is useful to entrepreneurs, information managers and private players in other financial sectors as it will offer in-depth insights into employee engagement, reward system and service performance. It

will help them in planning, organizing and implementing employee engagement strategies and reward systems that will be of great benefit to employees and the organisation at large.

### **1.7 Scope of the Study**

This study focused on examining employee engagement, reward system and service performance of deposit money banks in Lagos State. The measures of service performance are courteous reliability, empathy and responsiveness. The measures for employee engagement are level of commitment, trust, reciprocity and power while the measures used for reward system are salary package, promotion and appreciation/recognition. The geographical scope covers selected deposit money banks in the three Senatorial districts in Lagos which are Lagos Central, Lagos East and Lagos West. The Lagos Central Senatorial district covers Apapa, Eti-osa, Lagos Island, Lagos Mainland and Surulere. The Lagos East Senatorial District covers the Local Government Areas of Epe, Ibeju-Lekki, Ikorodu, Kosofe and Somolu while the Lagos West Senatorial District covers Agege, Ajeromi-Ifelodun, Alimosho, Amuwo-odofin, Badagary, Ifako-Ijaiye, Ikeja Mushin, Ojo and Oshodi-Isolo Local Government areas. The respondents are information practitioners (Customer service executives, secretaries and tellers) from the selected deposit money banks such as; Standard Chartered Bank Plc., GTB Bank Plc., Polaris Bank Plc., Keystone Bank Limited, WEMA Bank Plc., Union Bank Plc., Zenith Bank Plc. and Sterling Bank Plc. These branches of these banks are spread out to all the three Senatorial districts in Lagos State.

### **1.8 Limitations of the Study**

One of the limitations of this study was the time it took for participants to complete the questionnaire, as many of the bankers were initially skeptical about providing responses due to the sensitive nature of the banking industry. The researcher and assistants had to visit the selected bank branches multiple times before successfully retrieving the completed

questionnaires. Additionally, some human resource personnel in the selected deposit money banks were hesitant to allow their staff to participate in the questionnaire administration, which affected the research timeline. However, after thorough explanations and assurances regarding the study's purpose, many participants eventually filled out the questionnaire.

### **1.9 Operational Definition of Terms**

**Service Performance:** This is the quality, efficiency and effectiveness of the services provided by the information practitioners of deposit money banks in Lagos State to their customer and employers.

**Reliability:** This is the ability of the information practitioners of deposit money banks in Lagos State to render the service assigned to them and they promised to do accurately and dependably.

**Empathy:** It is the ability of the information practitioners of deposit money banks in Lagos State to feel what the customers are feeling at that moment and to assist the customers in providing solution to the problem.

**Responsiveness:** This is the ability of information practitioners in deposit money banks in Lagos State, Nigeria to complete tasks and work in time according to the time been given and planed.

**Employee Engagement:** It is the level of enthusiasm and dedication workers feels toward their job. It is the nature of relationship between the management and employees of deposit money banks in Lagos State, Nigeria.

**Commitment:** This refers to the fact that the information practitioners of deposit money banks in Lagos State are committed to performing their duties effectively to maintain a permanent relationship with the management of the deposit money bank.

**Trust:** The Information Practitioners belief in their employers to reciprocate in giving back to them as the management of the deposit bank trust the information practitioners to do their job without monitoring because a mutual trust has been built between them.

**Reciprocity:** It refers to as the mutual exchange of benefits between the information practitioners and the management of the deposit money banks in Lagos i.e an agreement of performing their job effectively and getting a reward for it.

**Power:** This is the dependence and freedom that may influence the information practitioners of deposit money banks in Lagos to perform their tasks either positively or negatively.

**Reward System:** This refers to a structured process in the deposit money banks that is put in place to recognizing and compensating the information practitioners for their achievements and outstanding performance in order to motivate the information practitioners to put more effort on their tasks.

**Salary Package:** This represents a fixed regular payment made by deposit money banks, often monthly, for professional or office work done by an information practitioner in Lagos state.

**Promotion:** It relates to the environment where the software applications are used by the office managers and what tasks it aims to support.

**Appreciation/Recognition:** This is a process or act of giving information practitioners in deposit money banks in Lagos State, Nigeria a higher or more important job, responsibilities and authority with a corresponding increase in the salary or pay in deposit money banks.

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## **Chapter Two**

### **Literature Review**

This chapter deals with the review of related literature. This is done conceptually, theoretically, and empirically under the following sub-headings:

#### **2.1 Conceptual Review**

2.1.1 Service Performance

2.1.2 Employee Engagement

2.1.3 Reward System

#### **2.2 Theoretical Framework**

2.2.1 Service Performance (SERVPERF) Model

2.2.2 Social Exchange Theory

2.2.3 Equity Theory

#### **2.3 Review of Empirical Studies**

2.3.1 Employee Engagement and Service Performance

2.3.2 Reward System and Service Performance

#### **2.4 Conceptual Model**

#### **2.5 Summary of Literature Reviewed**

#### **Endnotes**

## **2.1 Conceptual Review**

### **2.1.1 Service Performance**

Performance is a kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfillment of organisational regulations, expectations, or requirements for an official role. Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation. Moreover, performance is productivity that expresses the quantity, quality and contribution of a job. When productivity is high the overall performance within the organisation will be high. Performance as a deed is a public exhibition of skill. That is, performance is an employee's overall work outcomes, including efficacy, efficiency, and effectiveness<sup>1</sup>. Therefore, service performance is the result of work accomplished by a person in connection with his position in the organisation. Service performance is a mutual result of effort, ability, and perception of tasks. It is the outcome of actions with the skills of employees who perform in some situation.

Service performance as a concept is an evolving process which expresses the net effect of an individual's efforts that begin with capacities and a perception of the role or tasks that indicate the degree to which the tasks of the individual are accomplished<sup>1</sup>. Service performance has been considered critical to organisation's performance. For this reason, a person's ability to speak and communicate information can be an indicator of his or her performance at work because those who have this skill will be positively reflected in the results of their work, and the relationship with their direct manager will be strengthened. Accordingly, performance is one of the most important functional outcomes and has been defined as the aggregate value of activities in which the employee participates directly and individually, positively or negatively in achieving organisational objectives<sup>2</sup>.

Service performance is generally defined as the degree to which an employee assists the organisation in achieving its organisational objectives and is also called Job performance. It is used to express the financial and non-financial outputs of staff directly related to the organisation's performance. It is "the result of three factors: skill, effort, and the nature of working conditions. Skills include the knowledge, abilities and competencies that an individual brings to the organisation. The effort includes the degree of motivation of the employee to accomplish his work, the nature of work conditions<sup>3</sup>. Furthermore, service performance reflects the degree to which the individual functions are fulfilled and reflects how the individual fulfills the job requirements<sup>4</sup>. In addition, it is described as the outcome of an individual's performance while performing his/her functions. The performance appraisal process starts at the beginning and the collection of data that can be analyzed and the results obtained is used to judge the behaviour or performance of the employee, whether high, medium or low, in accordance with the benchmarking criteria used to assess the performance level, and accordingly the definition of performance relates primarily to the behaviour of the individual during the implementation of the tasks required of him/her, in addition to the level of efficiency (scientific and practical) that he/she owns and enable him/her to implement tasks at best<sup>5</sup>.

However, service performance can be seen as the individual's duties, and responsibilities in the exercise of his or her work, by the rate at which he or she is required to perform. Consequently, some studies noted that service performance consists of behaviours that can be observed in individuals, their jobs and are relevant to the achievement of the organisation goals. It is a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the help of supporting factors and the appropriate working environment to undertake this effort accurately, shorter and less costly<sup>6</sup>. More recently, scholars have agreed that the

definition of service performance can vary, but two of the most important features in defining service performance are; action (behaviour) and outcome. The action or behavioural aspect represents those activities performed by the worker in a work setting. The outcome is the result of the worker's behaviour or action<sup>7</sup>.

The relationship between action and outcome, however, is not always direct because certain activities might not lead to expected outcomes and some outcomes do not necessarily derive from the intended activities. However, not all behaviours are considered performance; only those behaviours that contribute to organisational goals are regarded as service performance. These behaviours must also be judged by the organisation as job-related and lend themselves to measurement in order to be considered as service performance. It is difficult to describe service performance as a single aspect because action and outcome come together to form performance. Therefore, in this study, service performance will be described as a multidimensional concept and delineated into two components: task performance and contextual performance<sup>7</sup>.

Many researchers agree that service performance is a multidimensional variable. In general, it consists of two dimensions: task performance and contextual performance, where promotions and rewards decisions are based on the relative values set by the manager on behaviours related to task performance and contextual performance reflected by the subordinate<sup>8</sup>.

*Task performance:* Task performance is defined as the functional behaviours associated with key activities in the organisation such as the production of goods, the provision of services, maintenance activities, stewardship and delivery of services<sup>8</sup>. Accordingly, task performance behaviours directly or indirectly affect the essence of the organisation's work, the methods used by the organisation to produce goods and services, as well as task

performance behaviours are predetermined within the job description, task performance behaviours have a relationship to the knowledge, experience, skills and abilities possessed by the employee, which vary depending on the job itself. Task performance in this study includes the quantity of work, the quality of work, the job skills and the worker's knowledge<sup>8</sup>.

*Contextual performance:* Contextual performance defined as functional behaviours related to the organisation's culture and climate, or, in other words, the context in which the organisation's main activities are conducted. Contextual performance is any behaviour that supports the organisation especially on extra activities or extra-role behaviour<sup>9</sup>. Examples of contextual performance include collaboration and helping others work, following rules and regulations, and supporting the organisation. Contextual performance behaviours influence the prevailing social and psychological environment of the organisation, which means the environment in which goods and services are produced, and the behaviour of contextual performance is not defined in the job description, but rather belongs to the employee himself and is associated with other characteristics such as the personality and motivation of the employee<sup>9</sup>.

On the other hand, another study introduced eight factors of performance which have been measured using approaches suitable for achieving quantified targets, like output per hour. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms<sup>10</sup>. There are components in all jobs that are difficult to measure quantifiably as outputs, but all jobs produce outcomes even if they are not quantified. It is therefore often necessary to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected, and the outcomes may be expressed in

qualitative terms as a standard or level of competency to be attained. Therefore, a qualitative measure of outcome of an employee's performance can be attributed to the definition of the aspects that define the work done to meets or exceeds expectations of organisation, completing tasks satisfactorily, or if operations have reached an agreed upon standard<sup>10</sup>.

In measuring service performance using these components, the indexes of measurement for performance were extracted, and their descriptions are as follows: *Quality of work*: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality. In the service industry, responsiveness is the willingness to help customers and promote service to their requirement which makes customer feel their importance towards service providers. Customers feel satisfaction once they are acknowledged by the service provided and given appropriate attention<sup>10</sup>. Furthermore, responsiveness can be defined as speed and timeliness of service delivery. Moreover, responsiveness is one of the components of service performance that helps organisation achieve customer satisfaction. Only when the customers are satisfied will they become loyal towards the organisation. Accordingly, loyal customers forge bonds with the organisation and behave differently. Thus, Responsiveness is an important capability of an organisation to cope with the change in customer demand and to enhance service performance. Thus, providing sufficient and clear communication goals for employees helps organisation improve on responsiveness<sup>10</sup>.

*Timeliness*: How fast work is performed is another performance indicator that should be used with caution. In the field of service, the average customer's downtime is a good

indicator of timeliness. In manufacturing, it might be the number of units produced per hour<sup>10</sup>.

Quantity of work: The number of units produced, processed or sold is a good objective indicator of performance. Be careful of placing too much emphasis on quantity, lest quality suffer.

Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, a customer service representative's performance is indicated by the percentage of calls that he or she must escalate to more experienced and expensive reps.

Absenteeism/Tardiness: An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too.

Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them<sup>10</sup>.

Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.

Manager Appraisal: A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development. *Leadership Style*: Leadership is an essential factor to influence an individual or a group's behaviour to achieve job performances<sup>10</sup>. A suitable leadership can push employees comply with the right direction to fulfill organisational goals, a good leader as a signpost to guide or identify job direction

for subordinates to follow. Leadership can inspire employees to attain organisational objectives with confidence. Leadership style will affect the relationship between supervisors and followers and significantly mobilize workers' motivation, attitudes, and job performance<sup>11</sup>.

Furthermore, transformational leadership refers to leaders with charisma characteristics that will provide subordinates' intellectual motivation and individualized consideration. It can further be indicated that a transformational leader can inspire his or her followers to exceed the original performance expectations by enforcing, communicating and leading them willing to carry on organisational objectives<sup>11</sup>.

Traditionally employees in the organisation are obligated to perform certain set of tasks in a way to contribute to overall organisational performance. Organisational relevance in an industry is highly dependent on how organisations are handling the uncertainties and challenges in their working environment. The job of individual employee ought to transform dramatically in response to varying demands and circumstances of working environment<sup>12</sup>. However, since service performance is the total set of performance responsibilities associated with one's employment". Researchers found it difficult to determine all aspects of activities that contributes to the effectiveness and specifically in the situation of inter-dependent and uncertain organisational context. Nonetheless, three-levels of job behaviours that influence effectiveness in service performance of individuals both at organisational, team, and individual level in a context of service performance sub-dimension have been identified. In this context, the main characteristic of each sub dimension and how it relates to the performance constructs are discussed.

The first on the three-level construct is proficiency, which is a term used to define the level to which an employee meets up with his/her job requirements in a traditional

perspective. Proficient performance is described as the extent of employee meeting job requirements in individual employee context (individual task proficiency), as a team member (team member proficiency) and as an organisational member (organisation member proficiency). Moreover, in specific essence, individual task proficiency is similar to “job role behaviours and “task performance, team member proficiency, helping behaviour, team role behaviour” and concept of “personal support” and organisation member proficiency as the concept of “organisational loyalty and civic virtue, “organisation role behaviour, and “organisational support. Proficient performance of employees is explained by the performance at individual, team, and organisation member level. All these three levels of proficient performance have a positive relationship with organisational identification<sup>13</sup>.

Individual task proficiency describes behaviours that can be formalized and are not embedded in a social context. These behaviours reflect the degree to which an employee meets the known expectations and requirements of his or her role as an individual. In essence, individual task proficiency is closely related to the concepts of task performance and behaviour. The requirements of individual roles are relatively easy to define when uncertainty is low, and formal job descriptions commonly specify them. Traditional performance management systems focus almost entirely on this dimension of performance.

Team member proficiency describes behaviours that can be formalized and are embedded in a team or group context. These behaviours reflect the degree to which an individual meets the expectations and requirements of his or her role as a member of a team. Team member proficiency is similar to the concepts “personal support, helping behaviour, and “team role behaviour. The types of behaviours that are required for team member

proficiency are well documented by the literature on team process. Researchers have defined team process as “members’ interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioural activities directed toward organizing task work to achieve collective goals<sup>14</sup>. These types of behaviours might include monitoring progress toward team goals, helping other members to perform their tasks, and coordinating tasks. Within the citizenship literature, descriptions of these behaviours have tended to emphasize their discretionary nature. However, the definition does not require these behaviours to be discretionary. These behaviours are often expected whenever people work in teams, even if they are not formally specified in job descriptions.

Organisation member proficiency. Organisation member proficiency describes behaviours that can be formalized and are embedded in an organisational context. These behaviours reflect the degree to which an individual meets the expectations and requirements of his or her role as a member of an organisation. Organisational job proficiency is similar to the concepts “organisational support, “organisational loyalty and civic virtue, and “organisation role behaviour<sup>15</sup>. In the case of the film industry, behaviours such as defending organisational reputation and participating in organisational committees would be considered organisation member proficiency. Again, our definition does not require these types of behaviours to be discretionary, as these contributions are often expected, particularly when work systems are highly interdependent. Adaptive performance is explained by the virtual workers responding, addressing, supporting, and coping with the changes that are occurring in their virtual working environment and make changes to his roles to perform them effectively at individual, as a team member and as an organisational member<sup>16</sup>. Furthermore, it is similar to the concept of dealing with uncertain work situations and interpersonal adaptability. Secondly on the sub-category is; adaptivity which is defined as the extent to which individual virtual works acclimatized to

the changes in roles and work systems. Dynamic, unpredictable markets and rapidly changing technologies result in unanticipated changes to work requirements. To be effective in these contexts, individuals need to adapt to or cope with changes to their work roles and their environment. It is similar to the concept of dealing with uncertain work situations and interpersonal adaptability. An employee's adaptive performance is characterized by his/her performance at individual, team and organisational level adaptivity. Individual task adaptivity reflects the degree to which individuals cope with, respond to, and/or support changes that affect their roles as individuals. Therefore, an employee who accepts and copes well with a new procedure for acting demonstrates individual task adaptivity. Individual task adaptivity is important in light of factors such as the introduction of new technology, work redesign, and changes in strategy, all of which can require individuals to adjust their workplace behaviours. This concept involves dealing with uncertain work situations as a core element of this construct. The concept of adaptivity is somewhat narrower than that of adaptive performance. The latter incorporates both the behaviours and the potential to enact adaptive behaviours, such as the capacity to cope with change and it refers only to behaviours<sup>17</sup>.

Furthermore, team member adaptivity. Uncertainty can also affect team roles. Some researchers argued that teams need to adapt to changes in their external environments, as well as to changes in themselves<sup>18</sup>. Team member adaptivity reflects the degree to which individuals cope with, respond to, and/or support changes that affect their roles as members of a team. For example, team member adaptivity is shown when an employee adjusts well to a new supervision structure in her or his team. Team member adaptivity is similar to interpersonal adaptability." It is further noted that "adaptability is the capability of the team to maintain coordinated interdependence when dealing with non-routine events and that this capability requires team members to modify their work roles as

contingencies emerge. Another related study found that the extent to which team members adapted their roles and internal structures to align with their external environment positively influenced their performance<sup>19</sup>.

Thirdly, on the sub-dimensional performance category is proactive performance. Proactive performance is defined by the degree to which an individual employee is involved in future-oriented, self-directed and self-starting behaviours in transforming themselves, at all three levels that are at individual, team and organisational member level. Innovator role behaviour, taking charge, “personal initiative, and “proactive behaviour are the associated constructs. Employee’s proactive performance is measured on its proactive performance at individual, team and at organisational level. Proactivity is an emergent form of work performance in which an individual engages in self-starting, future-oriented behaviour to change a situation<sup>20</sup>.

Individual task proactivity. When a work environment is highly uncertain, individuals, teams, and organisations must not only react and adapt to change but must also anticipate and act upon the external environment in self-directed ways to achieve effective outcomes. Individual task proactivity is described as the extent to which individuals engage in self-starting, future oriented behaviour to change their individual work situations, their individual work roles, or themselves. In this case, employees might create a safer way of acting or might scan the environment to identify opportunities for better delivery of service. The requirement for individual task proactivity is increasing, given that pressures for continual improvement and innovation coexist with increasing decentralization. Individuals need to identify improved ways of working under their own initiative, without relying on directions from supervisors. Related constructs include “proactive behaviour, “taking charge, personal initiative, and “innovator role behaviour<sup>21</sup>. However, individual proactivity is distinct from “individual initiative and “conscientious initiative because the

definitions for these latter constructs emphasize effort and persistence, rather than self-initiated and change-focused action<sup>21</sup>.

Secondly, team member proactivity reflects the extent to which an individual engages in self-starting, future-directed behaviour to change a team's situation or the way the team works. However, a supervisor might suggest a new roster to improve the way his or her team works or might put forward a better way of communicating among team members. Behaving proactively in relation to one's team is particularly important when teams are self-managing, as are autonomous work groups and many types of project teams. Like individual proactivity, team member proactivity differs from its corresponding citizenship constructs, namely helping behaviour and "personal support"<sup>22</sup>. Definitions for these latter constructs emphasize the voluntary nature of these behaviours but do not emphasize the self-directed, change oriented, or anticipatory actions that characterize proactive behaviour. Organisation member proactivity. Organisation member proactivity reflects the extent to which an individual engages in self-starting, future-directed behaviour to change her or his organisation and/or the way the organisation works. Such behaviours ensure that the organisation develops and innovates, rather than promoting change only within narrow functional or departmental silos. Again, organisation member proactivity differs from "organisational loyalty and "organisational support because of its emphasis on self-directed and future-directed change<sup>23</sup>.

Service performance is the accomplishment of work-related tasks or skill by an employee. It is also described as actions that contribute to organisational goals and that are under the employee's control. It is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the productivity of the individual. The key indications of service performance are the individual personal characteristics including competency and ability. It is as an assessment of the efficiency

and effectiveness of a worker or group of workers<sup>24</sup>. In actual terms, service performance is a component which directly affects an organisation's profits. Consequently, service performance may be evaluated in terms of work satisfaction an employee had on specific job role over a period. The service performance of a given worker is assessed relative to work description set out for employees doing the same work. It can also be assessed according to the number of units of a product or service that an employee handles in a defined time frame. As the success of an organisation relies mainly on service performance of its employees, therefore, work service performance has become an important objective for organisations. Studies have focused on one or two ways to describe employees' service performance and since many different approaches are taken, it can be challenging to describe this measure<sup>24</sup>.

Overall, there is a lack of an effective and standardized way to assess service performance. As pointed out by other literature, service performance is the core construct of today's workplace. It is seen as behaviours or activities that are performed towards achieving the organisation's goals and objectives. Performance is important for organisations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction. the service performance of an employee is a very significant factor affecting profitability of an organisation. Poor service performance will bring about a tragedy to the organisation as associated with lower productivity, profitability and impairment of overall organisational effectiveness<sup>25</sup>. In the organisational context, service performance is considered as the most important aspect in generating continuous profit.

Individual' service performance is determined during role performance reviews with the consideration factors of time management, leadership skills and productivity to assess

each employee on an individual basis. It is a technique to measure the level of achievement of business and social objectives and responsibilities from the perspective of the judging party. Besides, an individual's service performance also can also be determined by three outcomes; behaviours and personal traits. Many factors could affect service performance including physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes<sup>26</sup>. However, the physical work environment has been widely studied since it contributed a considerable concern on the employee's service performance.

### **2.1.2 Employee Engagement**

Worldwide, every organisation desires to be successful as much as current environment is very competitive. Organisations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organisational effectiveness. To overcome challenges, organisations create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction. To achieve their goals and objectives, organisations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organisations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organisation and high staff turnover. Employers are faced with the task of motivating employees and creating high job performance among their staff. Developing programs and policies that embrace service performance and serve to motivate employees takes time and money. When the employer understands the benefits of engagement in the workplace, then the investment in employee-related policies can be easily justified<sup>27</sup>.

If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organisation cannot attain success. People have different needs that are continuously competing and vary with an individual. Each person has a different mixture and strength of needs, if the managers/supervisors can understand, predict and control employee behaviour, they should also know what the employees want from their jobs. For that reason, it is essential for a manager/supervisor to understand what really motivates employees without making an assumption<sup>28</sup>.

The concept of employee engagement has become a fundamental tool for management in improving employee's motivation and organisational growth. It occurs when an employer through development and intensification, placed extra amount of work on employees with the aim of making it more interesting, meaningful and increasing job challenge and responsibility. Engagement to motivate employees add to their responsibilities with a greater need for skill varieties in their jobs. Due to the rapid change in environment and increasing level of competitive rivalry, organisations are now beginning to shift from the traditional ideological orientation of seeing money as the greatest motivating factor to a situation where workers today will continue to value their work, have more control in scheduling their work and deciding how best the work should be done and to be esteemed for the work they do.

The concept of engagement has been operationalized where significant amount of research point of view has been put out thus making employee engagement a multidimensional construct without an agreed definition regarding its meaning, predictors and consequences<sup>29</sup>. Therefore, its scope and definition have been conceptualized under different perspective, diverse concept in different studies resulting in variations in its definition. Thus, employee engagement has been described as one's emotional attachment to an organisation in return for economic exchange and a positive

feeling, satisfaction and the employee state of mind. Accordingly, it is the level of commitment and involvement an employee has towards their organisation and its values and beliefs<sup>30</sup>.

It is also described as the harnessing of organisation members' selves to their work role; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"<sup>30</sup>. Since then, various authors proposed different meanings and measurements of engagement, some of which even overlapped with other established constructs such as organisational commitment, job satisfaction, and job involvement<sup>31</sup>. By reviewing prior research on engagement, a scholar identified two common characteristics that were noteworthy for defining engagement. First, engagement indicates "a psychological connection with the performance of work tasks rather than an attitude toward features of the organisation or the job". Second, engagement relates to the investment of multiple personal resources in work so that the experience with one's work is simultaneous and holistic<sup>32</sup>. Given these characteristics, the authors pinpointed the distinctions between job engagement and organisational commitment, job satisfaction and job involvement. Specifically, organisational commitment focuses on the organisation, while engagement revolves around the job itself. Job satisfaction mirrors the satiation of employees toward job conditions or characteristics, whereas engagement indicates activation, reflecting an individual's experience stemming from his or her job. Job involvement signifies "a cognitive or belief state of psychological identification" with a particular job which represents one dimension of engagement (the cognitive dimension) rather than the whole construct<sup>32</sup>. A study describes job engagement as a relatively enduring state of mind referring to the simultaneous investment of an individual's physical, cognitive, and emotional energies in the performance of job<sup>32</sup>.

As a concept that has developed over time, engagement has been defined in numerous, often inconsistent, ways in the literature, so much so that the term has become ambiguous to many and it is rare to find two people defining it in same way. It has variously been conceived as a psychological or affective state (e.g., commitment, involvement, attachment etc.), a performance construct (e.g., role performance, effort, observable behaviour, organisational citizenship behaviour, etc.) or an attitude. Some even relate the concept to other specific constructs such as altruism or initiative and little consensus has been reached in the literature as to which of these definitions is the definitive, or at least, “best-fit” model of engagement<sup>33</sup>. The importance of defining terms such as engagement was highlighted by a scholar who suggested that different meanings that are read into the term result in considerable variation in what is being measured, which produces a series of contradictory and non-replicable studies. The notion of employee engagement is a relatively new one, one that has been heavily marketed by human resource consulting firms that offer advice on how it can be created and leveraged.

However, all the definitions of employee engagement have been categorized into two kinds after conducting an exhaustive assessment on the subject. These are the multi-faceted and unitary definitions. The multi-faceted definitions of the construct take into consideration three domains of employee engagement which includes: vigour, dedication, and cognitive engagement in its conceptualization where employee engagement is described as an employee's emotional and cognitive behaviour aimed directly toward the intended outcome of the organisation<sup>34</sup>. It also referred employee engagement as the concurrent active utilization of one’s cognitive, and emotional energy and physical in the performance of his or her work. Similarly, employee engagement is defined as the collective effort where all the members of an organisation cognitively, physically, and emotionally put in their work. Furthermore, it is described as a constructive, vigorous,

job-related mental state which is driven by preservation, passion, and focus of mental, emotional, and behavioural vitality<sup>34</sup>.

On the other hand, the unitary definitions conceptualize employee engagement as a dedicated willingness, positive state of mind, and the opposite of burnout. Where employee engagement is described as a goal-oriented psychological state where individual completely concentrate on the activity at hand. It described the degree to which workers are content with their job, have sense of valued by their employer, and demonstrate a positive attitude and dedication to their organisation in order to secure future organisational success, or an employee's level of devotion and interest in his or her organisation. As well as an employee's motivation and ability to assist their organisation flourish by substantially providing discretionary effort on a long-term basis. In the same way, it refers to employees' preparedness to devote themselves and increase their discretionary effort with the aim of helping the employer to succeed by being passionate, enthused, and devoted to their work and the organisation as a whole<sup>35</sup>.

In a nutshell, Employee engagement primarily entails affective feelings of enjoyment, support, belonging, and attitude toward superiors and coworkers. These affective feelings cause employees to experience a state of positive affect relating to their work role, which has been associated with performance because it strengthens relationships between employees, enables organisation to achieve higher productivity, and increases employee commitment to fully participate in the production process. However, employee engagement as pioneered scholars described it as the attachment of an organisation member's self to their job requirements; role performances and express themselves cognitively, emotionally and physically. Therefore, employee engagement has evolved into three broad concept (cognitively, emotionally and physically) that is now a vital

aspect of human resource management within organisations<sup>36</sup>. The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Despite the different definitions, it remains clear that employee engagement is a desirable condition; having "positive impacts on organisational efficacy and connoting involvement, commitment, passion, enthusiasm, focused effort, and energy<sup>36</sup>.

Employee Engagement is arguably one of the main drivers of the organisation which considers a number of characteristics such as value addition experienced by employees and employee perception of the organisation which has a lot to do with how employee feels about the about work experience and how he or she is treated in the organisation. The space of engagement takes up an employee's emotions which are fundamentally related to drive bottom line success in an organisation which has a direct impact on the organisation's productivity. Therefore, it is a powerful tool for the organisation. Organisations can engage their employee's by involving them in high-level decision-making activities, adding them more responsibilities, independence, and the ability to evaluate their performance<sup>37</sup>.

Organisations can use engagement as a work scheme approach for augmenting job content by making jobs more appealing to the employees. Organisations need to encourage employee initiatives and participation as this will help build leadership at different levels. For leadership roles formal authority is not the criteria but initiatives and innovation. Employees at all the level can choose to act as a leader if given an

opportunity and this further helps motivating and influencing other employees<sup>38</sup>. Studies have shown that the satisfied employees show higher level of motivation and commitment ultimately positive impact on the performance and behaviour of employees reflected in their productivity. Today's business environment is such that more or less most of the resource are available and could be acquired but the talented human resource is not easily available and if found takes time to develop and effectively perform for which human resource management activities play a critically important role in developing such employee base and optimal utilization. It is the key factor to create a competitive edge<sup>39</sup>.

A detailed expedition on the critical aspects of employee engagement and its account for the accrued outcome in employee performance showed that some engagement initiatives, which got instituted in the previous decade, accrued an array of inconsistent results on the component of job performance. employee engagement upsurges self-actualization, self-discipline and self-esteem of the workers which leads to increase their commitment and job performance. It boosts the motivational level and employee's performance on work and it also cause an increase in the propensity of employees to achieve the goals<sup>40</sup>. Furthermore, employee engagement helps to attain job satisfaction by amplifying the level of accountability and allowing workers have sense of belonging, freedom, autonomy and opportunity for employees to choose how and what jobs they are to perform and accomplish. It is the elemental process of stimulating the effort of workers by expanding job responsibilities and granting enhanced autonomy over the job procedure and completion. This simply put is a means by which employers tries to increase or add more responsibilities to its workers<sup>40</sup>.

Employee engagement is an attempt to motivate and satisfy employees by giving them greater opportunity for personal growth and achievement. Organisation should be able to

identify and evaluate internal motivation which an employee derives further enhance it with external motivation as required for which organisation could take note. These factors are very important tools used in any organisation to compel employees to perform a certain task effectively with the aim of getting positive results. Among employees, the use of motivational factors will unquestionably affect the overall input and performance in achieving the desire goals and objectives. It gives an employee the opportunity to maximally use their competences (skills, knowledge and a range of their abilities) to meet organisation goals. Employee engagement interest is on the factors that can give employee satisfaction with his/her job. It can be through vertical expansion of the jobs, increasing the degree of to which the worker controls the planning, execution, and evaluation of the work<sup>40</sup>. The idea behind the engagement construct is that motivation and satisfaction can be enhanced by making the job so interesting and the workers feel responsible and motivated in performing the assigned job<sup>40</sup>. Jobs that provide job characteristics/attributes such as variety, autonomy, identity and feedback increased motivation in turn resulting in job outcomes like the following: job commitment, job involvement, increased attendance and job satisfaction, with individual differences moderating the level of outcomes.

There are some critical drivers of employee engagement which show key factor about motivation and job performance when each of these drivers are analyzed which lead to employee engagement, which are common to all types of organisations. These drivers create a feeling of valued and involvement among the employees. The key driver of employee engagement from financial sector such as deposit money banks has shown that rewards and recognition, career growth, communication, training and development are positively related to employee engagement<sup>41</sup>. Others indicates driver such as; interaction with manager, supervisor, co-worker and peers, subordinate, clear job responsibilities,

reliable, to be positively related to employee engagement<sup>41</sup>. Other arguments explored key drivers of employee engagement such as job autonomy, job responsibilities, and clear direction are positively related to employee engagement<sup>41</sup>. However, studies have identified the following core job characteristics scheme with respect to employee engagement: The core job characteristics are level of creativity, job involvement and job responsibility.

Creativity is an utmost significant human trait that has allowed humans to evolve from a archaic presence to a cultured free market life style. The inherent quality of all creative efforts is the hope that humans can create better life for all persons on universe. As such, it seems judicious to imagine that constructive feelings would frequently accompany this intelligence of hope that creative persons would tend to be happier and reveal greater everyday positive distress. There is possibility that creative individuals take much relief from negative affect if they are actively engaged in creative work, some sort of negative reinforcement contingency. Qualitative research provides evidence that scientists and artist frequently account excitement succeeding a creative intuition<sup>42</sup>.

Creativity is defined as the development (generation) and/or application or adoption of new idea or behaviours. It also describes a new way relevant to the adoption and design with the intention to introduce and apply within a group, organisation, individual, process, products or procedures with the significant benefit to the individual, organisation or society. It is a process where employee engage in behaviour to create new ideas of process, products and services influenced by behaviour, values, and beliefs. However, engagement is the key to creativity; thus, employee engagement significantly leads to creative behaviour of employee when they perform above and beyond their duties in creating new idea, suggesting the way to improve organisational and work performance in

the innovative way. Accordingly, it is described as the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things<sup>42</sup>. The creativity stage of this process refers to idea generation, and innovation to the subsequent stage of implementing ideas toward better procedures, practices, or products. It also can be described as a skill that bring something new and valuable and break away from old styles<sup>42</sup>. Creativity can occur at the level of the individual, work team, organisation, or at more than one of these levels combined, but will invariably result in identifiable benefits at one or more of these levels-of-analysis. They do more than finding the alternatives to converge from the familiar patterns, and then they diverge on new solutions. They break the laws to modernize them and try to make hard decisions about what to include and what to eliminate. In other words, creativity makes people innovate<sup>43</sup>. They aim to the newness so that it can consider several senses. Creativity exists with openness to new experiences which are related to the originality, courage, curiosity, imagination, and challenge.

The key foundational building blocks for creativity are shared perspectives, knowledge, and experiences. The employees must understand that this is true to build up their creativity to influence their work commitment and performance. Furthermore, creativity is one of the most momentous to understand the aspects of human life. The creative process materializes as ideas, thoughts, images, colors, shapes, words, visions, fantasies, emotions or impressions of a person's consciousness. However, creativity is also a fundamental strength in developing a consciousness because it is strength that present from birth, a motivating energy that relates to the needs that maintain and recover the impulsiveness and freedom that necessary for the development as well as curative. A creative energy is articulated by the symbols and images from the unconscious. The critical process involved in the generation of new ideas, and the possibility to make the

connections are not common because it requires a cognitive and creative thinking skills, different thinking, imagination and evaluation. However, creativity also demands a set of personality traits that can be improved or adapted by the environment. Consequently, the environment needs to cultivate the creativity and boost up the intrinsic motivation. In addition, creativity is not limited to the arts because it can be apparent in all ambitious of human knowledge<sup>44</sup>.

Since creativity is explained as introducing new techniques by individual or group of people in organisation in order to achieve maximum potential of human labor which results in achieving goals effectively, therefore if a firm wants to compete with its competitor, due to changing innovation and globalization, they must hire creative employee who are extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which are mostly admired to make constructive change<sup>43</sup>. Research on creativity has concentrated on examining the antecedents of employee creativity in an organisational context. Specifically, researchers have found that employee creativity is influenced by personal characteristics such as creative personality, and organisational context and job characteristics such as work environment, job creativity requirement, and leadership. Creativity is a term that's used in an organisation to develop their goals but it is rarely defined.

Studies have shown that creativity comprised of three determinants which is a function within every employee, it includes an employee's expertise, motivation, and creative thinking skills<sup>42,43,44</sup>. The first determinant is expertise which is essentially a person's knowledge, whether it is technical, procedural, or intellectual. Basically, expertise is the culmination of everything that a person knows in their given field. This includes intellectual knowledge, procedural knowledge, technical knowledge all combined

together. Usually, it talks about all the knowledge a person has in a specific field, i.e., in his domain. Therefore, expertise and creativity are closely related. While it is not important to have a creative side to attain expertise in one's field, the opposite tends to be true. Creativity generally does demand some level of expertise. The expertise can manifest via practical education, formal education, or interaction and discussing with other professionals.

The second determinant is creative thinking skills. It is associated with how one approaches a problem or difficult situation. It involves finding a unique and creative solution to any unanswered question or problem. It is basically "thinking outside the box" which involves having a new perspective about something and routine. New ideas, intelligent solutions, unique collaborations and combinations all are a part of creative thinking which is exhibited in the flexibility and imagination power of a person. Creative thinking is stimulated by both structured processes such as lateral thinking and unstructured processes such as brainstorming. The creative thinking skills can also be described also as how imaginative and flexible people approach problems and the ability to use existing ideas to create new approaches. Two factors play vital role in enhancing the creative thinking skills; they are individual's personality and work style of an individual. Personality which is a major factor that enhances or determines a person's ability to be a creative thinker. It can be more enhanced with the use of knowledge (expertise) or expertise from other fields leading to more insights in finding a solution. The second factor that plays a role in creative thinking skills is the work style of the individual. A person who perseveres through difficult problems may eventually come to a breakthrough. However, one's ability to set a difficult task aside, do something else, then return to it with fresh eyes also leads to creative breakthroughs. This process is known as

the principle of incubation. However, the way an individual cultivates the process of incubation can determine how creative the breakthrough may be<sup>44</sup>.

This creative process allows an employer to discover connections, meet new challenges and seek resolutions that are uncommon, original and new. Creative thinking techniques are built on experience and knowledge, a way of observing problems or situations from a fresh perspective that means unorthodox solutions (which may look unsettling at first). Creative thinking is often stimulated both by an unstructured process like brainstorming, and by a structured process like heuristic program. Moreover, it can mean observing something during a new way. It's the very definition of "thinking outside the box." Often, creativity during this sense involves what's called heuristic program, or the power to perceive patterns that aren't obvious. Creative thinking will make an individual move "sideways" to undertake different perceptions, different concepts, and different points of entry. They will use various methods including provocations to resolve the issues. Creative thinking has considerably to try to do with perception to place forward different views. The various views are not derived each from the opposite but are independently produced<sup>45</sup>. During this sense, ability must do with exploration even as perception must do with exploration.

Even in creativity, motivation plays a huge role. Creativity is not an easy process; it requires efforts and hard work. If the person lacks motivation, he may give up easily without sufficient efforts. And the lack of results can be blamed on lack of creativity. But if a person is truly motivated and works towards his problems a creative solution can always be attained. Intrinsic motivation can most easily be classified as the inner passion to solve an issue at hand. This would encompass a person's internal desire to do something. For example, the organisational psychologist might be intrinsically motivated

to find out why one group is more productive than the other because of their intense interest to know why and how people work. Intrinsic motivation is more about the enjoyment and challenge of their work and are determined by task motivation and domain relevant skills<sup>46</sup>. Task Motivation, that represent individuals' attitudes toward a task and their perceptions of his or her motivation for working on the task. It refers to attitudes toward specific tasks, perceptions of one's motives. And finally, domain relevant skills are related with the factual knowledge and expertise in each domain that can be affected by formal and informal education, and individuals' perceptual, cognitive and motor abilities. This skill depends heavily on the innate abilities and skills they possess whilst domain-relevant processes depend more on training and experience<sup>47</sup>.

Job involvement is a positive outcome of emotion that reflects the result of the work engagement situation which is described as a cognitive state of belief reflecting the degree of psychological identification with one's job. It is also the emotional state of liking one's job and the cognitive belief of psychological identification with one's job (job involvement). This goes to say that the employee involved in the job decision have positive feeling to the job itself when they are involved in any kind of decision making. Job involvement is defined as the process of by which employees are empowered to partake in managerial decision making and improvement activities suitable to their ranks in the organisation. It has been identified as a procedure connecting participation, communication, decision making which leads to industrial democracy and employee motivation<sup>48</sup>. Involvement of employees in an organisation's operation motivates and enables them to effectively and successfully add value to the organisation. It refers to involvement as the participation of employees in decision making and problem solving and increase autonomy in work processes. Employee involvement connote the idea of allowing employees to participate in decisions that affect them, increasing their autonomy

and control of their work, delegating more authority and responsibility to them, in other to make than more committed, motivated and satisfied with their jobs in an organisation. Employee job involvement deals with sharing decision making authority between management and workers in the work situation. In the engagement constructs, job involvement initiates employee involvement to improve communication with employees, to engender employee commitment and contributions to the organisations<sup>48</sup>.

Job engagement is a joint decision making between managers and subordinates. It refers to participatory management. It is the organisation and leadership attitude about how people are most enabled to donate<sup>49</sup>. Job involvement enables organisations to obtain the commitment of workers, and indirectly ensures the survival or success of any planned change. Thus, it can be seen as organisational process and practice initiated in employee engagement construct to authorize employees to contribute to decision making and improvement activities for organisational improvements and job performance. The key components of job involvement in the engagement constructs are; It is initiated by management, employees are allowed to participate in managerial decision making and problem solving, it involves increased work harmony and unity by employees, it entails greater delegation of authority and responsibility to employees and it aimed at organisational improvements and development. The need for employee engagement through job involvement arises from the fact that one head can never be better than two good heads. contend that a simple question from an ordinary low-level worker could help management to anticipate problem and plan for the resolution. In the same way, a simple suggestion by a low-level worker can show the way for an organisation to develop new innovations, or to cut costs, and to generate increase in its sales. Job involvement is advocated due to rising need in finding ways to make jobs more meaningful and satisfying to the employee, obtain their full commitment and loyalty to contribute their

full skills, knowledge, abilities and expertise to help organisations develop competitive edge over their rivals in the face of present harsh economic conditions and to help them contend with today's intense competition<sup>49</sup>. Accordingly, today's innovative business does not keep away vital decisions affecting their employee from them. Thus, employees at all levels are involved in decision making.

Therefore, for organisations to improve in service performance, there is need to properly engage employees to be involved if they are to understand the need for creativity and if they are to be committed to changing their behaviour at work in new and improved ways. This means that 'command and control' managerial strategy is no longer an appropriate strategy for today's organisations. When employees are allowed to be engaged in the formulation and implementation of decisions that directly affect them, even if through delegation of authority, they see such decisions as their own having been involved from the beginning, and work to ensure the success of such decisions and its objective. Employee involvement thrives in organisations with intentionally established work cultures, systems and processes that encourage and make use of employee input and feedback<sup>50</sup>. Nonetheless, the extent to which an employee engaged in his or her organisational processes depends on the cultural context in which the organisation operates. In contrast, in low power distance culture, everyone is perceived to have the potential to contribute to the decision-making process; in fact, everyone is assumed to 'have equal rights. As such, employees consider it their right to take part in decisions affecting and concerning them. In individualism cultures, each member is responsible for his actions. One's participation in decision making is not the business of everyone else. Whereas in collectivistic cultures the entire group may be held accountable for the decision of its individual members. For this reason, the making and approval of decisions are the responsibility of the entire group<sup>50</sup>.

There are many benefits associated with employee engagement through involvement in organisations<sup>51</sup>. When organisations involve employee in a planned change, employees always employ ingenuity and dedication in order to see that the responsibility entrusted to them succeed. In some instances, they create their own sanction against those who are not co-operating and see it as personal challenge to succeed<sup>85</sup>. Engaged employees are emotionally attached to their organisations and have great enthusiasm for the success of their organisations, and always go extra mile in exerting effort for their organisation wellbeing. Employees who took part in any decision in an organisation exert much effort to see that the implementations of such decisions succeed. Whereas there is a great tendency for employees to slow down effort or work pace if they are not involved at all in decisions affecting their job tasks and other activities affecting them at their levels. Employee involvement also enables the employer to develop and use the skills and knowledge of the employees in different organisational areas and processes to improve service performance. It gives employees the opportunity to develop the suitable knowledge and requisite skills needed for organisational tasks<sup>51</sup>. Job involvements develop organisational decision-making ability and the use of the skills and knowledge learnt during the period of joint consultation with management to enhance organisational innovation and task development and enhance employees improve self-worth and improve performance<sup>51</sup>. Job involvement minimizes resources required to monitor employee compliance, hence helps in costs reduction. Lastly, the involvement of all stakeholders in different levels of an organisation in scrutiny of problems, development of action plan and execution of the solutions devised or taught out.

Job responsibility is a motivational factor which measures work itself or motivation directly related to work engagement. Employee feels more engaged with their job when they fully understand and are clear about their job responsibilities which positively related

to satisfaction of freedom to decide. However, job responsibilities lead to job satisfaction and consequently to employee engagement which can be considered as the value of job outcome from the employees' performance measured by other factors or variations which to some extent may not only focus on the task that employee performs<sup>52</sup>. Accordingly, job responsibility can be defined as the duties and responsibilities of a job that states what is done, why it is done, where it is done, and briefly how to do it. It generally describes the duties and responsibilities, job conditions, employment relations and aspects of work in a particular position in an organisation. It provides firmness and standards of duties that must be achieved by a person holding the post. In addition, it is the basis for establishing job specifications and job evaluations in holding a position<sup>52</sup>. The information obtained through the analysis of the work is important for the preparation of job responsibility and job specifications. Job responsibility is the first and direct product of the job analysis process in the form of an accurate and concise statement of what is expected to be carried out by employees in carrying out work that is their main task and function in every employee who holds the position he already has. With this, it is an activity to create the quality of a job and the quality of the total performance of an organisation.

Job responsibility usually includes the essential duties and tasks and minimum education and experience required which allows individual or group of staffs to work efficiently according to what they ought to do. It is used to the dealing with qualities required by somebody to ideally suit for a job and are considered necessary for success in a job under various headings. However, accurate and detailed job responsibility are important to the performance of an organisation and the employees in the organisation. The duties, responsibilities, necessary credentials, and reporting structures of a specific position are described in an employee's job description<sup>53</sup>. To the point, job responsibility can be thought of as a list of the duties and broad responsibilities of a position. A clear job

responsibility can help employees in improving employee performance because employees have a direction towards what is their main task and function at work. A less clear job description will result in an employee not knowing his duties and responsibilities. This can result in the work going wrong. This is where the importance of the role of job descriptions in an organisation or company lies. However, with the existence of a job responsibility, the tasks given by the organisation can be carried out on time and good results by efforts to explain the main tasks and functions of each of the position classifications to find out and understand their respective positions<sup>54</sup>. Performance is a result of work achieved by a person in carrying out the tasks charged to him which is based on proficiency, ability and earnestness and time which signify the level of achievement of results for the implementation of certain tasks in order to realize the achievement of results to achieve goals. The benefits of performance appraisal are for performance improvement, human resource development, compensation, productivity improvement programs, staffing programs, avoiding descriptive treatment. The object of performance appraisal is the nature that is assessed from the employee and the nature that is judged by the person who holds the leadership position<sup>55</sup>.

The usefulness of job responsibility process in work engagement includes job grading and classification, career paths and career development, handling grievances related to duties and responsibilities, work measurement and working improvement, defining the limits of authority, training and development, developing performance standards, creating good relationships and a conducive environment at work between employees and employers. In addition, an effective job responsibility can be helpful for performance management, job redesign, and organisational change. Similarly, engagement through proper job responsibility may be used in performance reviews and aids each employee's own self-evaluation and personal growth<sup>56</sup>. Additionally, it helps organisations in avoiding

misunderstandings that would otherwise harm an organisation's performance. It can also determine when a worker is eligible for promotion based on job performance or when their experience can be used more effectively elsewhere by adopting job descriptions that are effective. Additionally, a job responsibility can be a helpful tool for managing an employee's remuneration. When assessing all the positions and choosing an internal and externally equitable compensation structure, human resource managers use comprehensive and objective job descriptions as their factual foundation. Effective job responsibility assists organisations in enforcing disciplinary actions against workers who have not completed their tasks to the standards asked of them<sup>56</sup>.

### **2.1.3 Reward System**

The most crucial organisational asset is the human resource elements since they constitute a veritable source for firms to obtain competitive edge in the business environment. However, in order to enhance performance at various organisational level it becomes expedient to retain workforce considered efficient and effective. Therefore, motivation becomes important for human resource elements translating to efficiency and effectiveness<sup>94</sup>. When employees are well motivated, they can add value to their organisations in form of working towards attaining set targets and boosting sustainability. Therefore, the need to identify reward mechanisms via employees becomes imperative. It is a well-known fact that Reward systems are vital aspect of any organisation which can actively engage and renew the overall sense of commitment and mission of an organisation. A properly administered system of rewards policy can provide incentive for quality workmanship and enhance efficient employee performance<sup>57</sup>.

Reward is conceptualized in literature as a form of compensation or outcome earned by employees based on their performances and such rewards are in consonance with organisational goals. Rewards are earned in organisation basically for the accomplishment of predetermined organisational goals<sup>58</sup>. Reward system is executed by organisation, are considered as a way to motivate employees to achieve organisational objective. Managing human resource is one of most important tasks that get highest consideration in the organisation and as a result, employees became the most valued asset of an organisation. It serves as a vector of motivation for appreciating employees' innovative ideas and contribution of efforts and can be employed to improve performance outcomes using financial and non-financial measures. Organisation use reward system as an essential instrument in stimulating employee's enthusiasm in the positive way to build up work turnout and also help to attain the expected organisational goals in order to work out the reward system. Reward systems are also considered as a tool for raising employees' awareness and also add value to the employees work according to their position to the organisation.

Reward system ensures that the values that individuals or employees contributed to the organisation are equitably, fairly, and consistently compensated. It ensures that employees are motivated and this leads to attainment of an organisational goal, and it further enhances productivity and performance at various organisational levels<sup>59</sup>. Since high morale and productivity go hand in glove, it is however, imperative on managers to reward employees when they hit organisational targets and stretched standards set by the organisation. As earlier stated, a properly administered system of rewards has the capacity not only to improve incentives for quality workmanship and staff performance but also strategically attract skilled employees to join the organisation whereas the reverse may lead to unproductive performance and even to a high incidence of staff turnover.

Reward system can generally be described as any process within an organisation that encourages, reinforce or compensate people for taking a particular set of action. In other words, it refers to ways and modalities (qualities) by which workers in organisation can be motivated and stimulated to put more interest and effort that will lead to attainment of the organisational goals for the success and the good of the organisation. Another researcher defined organisational reward as those motivational tools which an organisation adopts to reward its workers for higher or improved productivity<sup>60</sup>. These rewards or incentives vary from one organisation to another. There is need for workers to be motivated by providing variables or liable changes that will boost their morale or level of confidence in the service. These reward systems in an organisation may include but not limited to the following; advancement opportunity or improvement process in service of job security, good salary and wages, adequate medical health facilities, canteen service, pension scheme, credit for job well done (recognition), housing and transport allowance, good management/workers relation, physical working conditions such as good office accommodation etc.

A reward management system involves the policies, processes, and practices of the organisation for rewarding its workers by their skills, commitment, contribution, abilities, and artifice. It is progressed within the reward philosophy, strategies, and policies of the organisation and includes agreements in the form of processes, practices, structures, and procedures that will provide applicable styles and standards of compensation, benefits, other forms of reward<sup>102</sup>. Reward Management System Tool includes both extrinsic and intrinsic rewards, which are also called financial and non-financial rewards. Extrinsic rewards are salary increase, bonus system, and prerequisite. Whereas intrinsic rewards are; praise and appreciation, title and promotion, responsibility and authority, plague and

certificate, education, participation in decisions, design of work, vacation time, social activities, the comfort of working place, feedback, flexible working hours, recognition, and social rights<sup>61</sup>.

The Intrinsic rewards (non-financial reward) are the personal satisfaction gotten from the job itself. This is seen when an employee experiences feelings of achievement or personal growth from the job he is seen to have intrinsically rewarded. Intrinsic reward can be defined as act of doing activity for its inherent satisfaction rather than for some separate consequence. It is also defined as a as non-formal rewards, nonmonetary/non-cash which can be in form of social recognition, praise and genuine appreciation. It is also seen as the psychological reward that is experienced directly by an employee. He opines that intrinsic rewards steer up the willingness of the employees to use their creativity, abilities and know how in favour of their organisations to achieve optimal performance. Furthermore, they are internal reward that employees achieve from completing their tasks or projects successfully. These rewards are mostly psychological and are based on the effort and abilities of a person<sup>62</sup>. Intrinsic rewards elicit a positive emotional reaction and work to motivate employees to continue to improve as well as make lasting behavioural changes when needed. This type of rewards enables the employees to gauge themselves and their performance to know whether they are doing well or not. An intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. It fulfils employee's intrinsic factors or motivators, thus motivating the employees<sup>62</sup>. Intrinsic rewards increase feelings of self-esteem and accomplishment<sup>62</sup>. They are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities, and sufficient feedback regarding the effectiveness of one's efforts.

Employees are thought to be motivated to work hard to produce quality results when they have pride in their work, they believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding. These motivators are used to have a long-term effect as they come from the individual and not from the surrounding environment<sup>107</sup>. Examples are achievement, variety, challenge, autonomy, responsibility, and personal and professional growth. They also include status, recognition, praise from superiors and co-workers, personal satisfaction, and feelings of self-esteem. Accordingly, they are a critical element in employee retention, satisfaction with the organisation, and career success focused on reducing employee dissatisfaction and withdrawal<sup>63</sup>.

Dimensions of intrinsic rewards systems: These features of organisational reward system are sensitively developed within the framework of the organisation's reward philosophy, policies and strategies that contains the arrangements in the form of processes, structures, practices and procedures which provides and maintains appropriate types and levels of benefits<sup>109</sup>. In intrinsic reward system measured using recognition, appreciation, employee development and other benefits will be considered<sup>63</sup>.

One important motivational approach to employee satisfaction and resultant service performance is employee recognition which is an essential factor in enhancing employee work motivation which is directly associated to service performance<sup>64</sup>. Accordingly, employee recognition is the acknowledgment of an organisation's staff for exemplary performance. Employee recognition is the act of showing appreciation and acknowledgement for employees for contributions to the organisation that links to the company's purpose, mission and values<sup>110</sup>. Recognition can also be employed in an organisation as reward strategy for employee performance, and it has been conceptualized in literature as a means of acknowledging, approving, and appreciating employees for

contributing to the attainment of organisational goal. There are many ways recognition can be deployed in an organisation: it can be done on formal basis or in an informal basis where employees to be rewarded are officially announced or informally recognized by a leader of the team. The formal recognition of employees can take the forms of verbal, written communication<sup>64</sup>.

Recognition is different from financial rewards but it may include benefits such as a merit increase in pay, bonuses, and performance feedbacks. However, the most common forms of recognition used by organisations are; peer-to-peer recognition, manager-led recognition and leadership-led recognition. Other forms include certain recognition that involves cost, i.e., plaques, prizes, dinner, and such non-financial recognition attracts information about performance. But what's critical to employee recognition success is making sure that employee reward and recognition tactics are delivered in a way that makes recognition meaningful and unified. Furthermore, the various mechanisms of recognizing employees may attract monetary value. For example, taking employees for luncheon, giving gift certificate or plaques involves money. Recognition practices are of different forms and employees are motivated differently; therefore, management of an organisation should ensure that there is flexibility when implementing recognition practices within the organisations<sup>65</sup>.

Employees not only want to be compensated, but they also want to be respected by their employers. Employee morale would rise as a result of this factor. The type of reward practices used by an organisation plays an important role in motivating employees to perform<sup>111</sup>. This ultimately affects the performance of the organisation. Based on decades of research on operant conditioning and behaviour modification, it is commonly believed that if rewards are used effectively, they can motivate individuals to perform at higher

levels, and the use of proper rewards culminates in firm performance at the organisational level<sup>65</sup>.

Employees would be more driven if their bosses recognize them<sup>66</sup>. Recognizing workers' contributions entails valuing and thinking for their contributions. It is important for organisations to value their employee's effort. However, it is preferable to honour employees rather than have benefits. Employee acknowledgement may include items like their names being written in the organisation's newsletter, letters of commendation, additional time off, and verbal gratitude. Non-monetary prizes are more motivating than monetary ones. Employees would assume that they are respected in this manner. Organisations recognize their workers in order to maintain their self-esteem and motivation. Employees who are well known in their workplaces are highly motivated and perform well. This is due to the fact that motivated workers perform well, which increases one's willingness to participate in such activities<sup>66</sup>.

Organisations accomplish their objectives in this manner. Employee appreciation and job performance are inextricably linked. High job performance is the product of a combination of motivation and skill on the job<sup>67</sup>. Employee appreciation increases employee morale, which boosts the company's overall efficiency. Numerous studies have investigated the effect of motivation to work on success in response to the limitations of re-engineering work processes and the demands of organisational effectiveness and production. Employee appreciation was rapidly identified as an important component of motivation in these studies. Furthermore, some authors stress the importance of employee appreciation as a source of encouragement. Indeed, it serves as a catalyst for personal growth as well as a binder and complex element in workplace relationships. It's also essential for mental health in the workplace. In reality, a lack of appreciation is the

second-leading cause of occupational dissatisfaction and a crucial component in managers' ability to handle stressful professional conditions. Recognition, is also one of the most significant sources of organisational mobilization and participation, which is essential to the success and sustainability of organisational change and acts as a base for learning organisations<sup>67</sup>. Finally, it has a positive effect on corporate efficiency and success by leading to employee work satisfaction. Regardless of their job status or type, most employees share a desire to be remembered by their bosses, coworkers, and clients. Part of the reason for this increasing need for recognition among employees is due to unique social and organisational circumstances<sup>67</sup>.

The superiority of economic considerations and their preeminence over social considerations characterizes modernity. It is followed by the rise of individualism, the disintegration of social networks, and a waning sense of community. Furthermore, the modern context creates roadblocks to the process of individualization by stripping everyday life of many of its human aspects and putting the individual in front of a series of dilemmas to overcome. People are forced to define anchor points and personal definitions to direct their lives in this current climate of demands and the vaguer existence of individual and community references, exacerbated by the loss of traditions<sup>68</sup>. One of these seats of existential value is likely to be work. It also meets a wide variety of individual preferences and needs. Given the fact that it ranks second after family in terms of significance as a life value and sphere, it is still very important to people. It appears to have supplanted previous sites of social association as the focal point of the social connection. Work has also taken on an inordinate amount of significance in many people's quests for belonging and personal fulfillment. As a result, their aspirations for recognition in this region of their lives are far higher. However, the dramatic changes changing the world of work are putting the importance of individuals and their

accomplishments inside the business to the test<sup>68</sup>. As a consequence, the organisational context brings some critical aspects into play that must be addressed.

Another approach is Meaningful work which is considered as a very important factor when it comes to intrinsic employee motivation<sup>69</sup>. Nowadays, employees want to be engaged in qualitative work. Employees want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of organisations. Meaningful work is an important issue and is valuable for both employee and employer. There are some other factors rather than money which an employee may want to share with their community and home members. Such factors include sense of achievement and feeling of accomplishment of some tasks. This meaningful work is considered as a dividend to the employee<sup>69</sup>. Outcomes, task distinctiveness and meaningful work are important for such people who have the desire for career advancement opportunities. Employee motivation cannot be separate from demand of meaningful work. It is the duty of managers to make work meaningful for their employees so that they can be motivated with their job and due to this, employees will show a positive response in the organisation. Success, achievement and status are included in the meaningful work experiences<sup>69</sup>.

Thirdly, training and development; training provides chances to employees' growth and enhances their knowledge and skills for effective development. Trained workers are more motivated with their job as compared to untrained employees<sup>70</sup>. These training programs positively raise employees' advancement that is good for competencies. By getting these training programs employees are able to get self-assured, evolution of career, and have positive thought for their organisations/companies. The aim of these training and management programs is to amend employees' skills and organisation potentialities<sup>70</sup>.

Consequently, responsibility as an approach is considered another valuable avenue for enhancing job satisfaction through employee participation which go a long way to enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity<sup>71</sup>.

Furthermore, using employee empowerment and participation is a vital motivational approach that is vital for job satisfaction which consists of contribution of employees in management and decision making associated to policies, objectives and strategies of the organisation. Empowerment results in motivating employees that leads to constant expansion and organisational growth. Empowerment directs faster decision of customer troubles for the reason that employees did not fritter away time referring customer objections to managers. Increased self-sufficiency enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks. Managers should regard employees in decision-making procedures<sup>72</sup>. It is believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively. Together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organisation and increased level of motivation. Participative decision making is a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to

system-wide control. Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee fulfillment, work motivation and trust in the organisation.

Extrinsic rewards (financial reward), on the other hand, are external to the job itself. They are used to show that the organisation is serious about valuing team contributions to quality. Extrinsic rewards are tangible or physical awards that are external to the job or task being performed by an employee<sup>73</sup>. It constitutes the payment that employees receive as recognition for their input. Furthermore, it is described as financial inducements that are given to employees in exchange for their contribution to the firm. In the organisation, appropriate resources should be budgeted for employee remuneration because it cannot be substituted with intrinsic rewards because it has an impact on employee morale. This type of inducements is divided into direct payments and indirect payments<sup>73</sup>. Accordingly, direct payments relate to monetary rewards which form an employee's base wage or salary or any other cash award such as merit pay, skills-based pay, bonus and commission. Direct monetary payments are based on the principles of scientific management. Furthermore, indirect payments refer to benefits required by the law and those provided voluntarily to the employee for his/her membership or participation in the organisation, which includes insurance, paid leave, retirement fund, food services and transport allowances. These employee benefits are mainly offered because they have a cost advantage due to economies of scale and are non-taxable<sup>73</sup>.

The need for continuous improvement requires employees to be innovators; devising novel solutions that improve a work process or that delight the customer. The use of extrinsic rewards that are tightly linked to performance; as an extrinsically motivated employee will be committed to the extent of receiving external rewards for a job done. This type of financial compensation is both an asset and an expense to the organisation.

For instance, extrinsic rewards are an expense as they reflect the cost of labour to the organisation. They are also strategic interventions as they are instrumental in attracting, motivating and retaining employees. In addition, employees perceive extrinsic rewards as a form of recognition and positive feedback for their performance and competence<sup>74</sup>. Nonetheless, appropriate extrinsic rewards have the potential to ensure harmony in various organisational aspects such as attracting talented staff, increased performance and staff retention. Therefore, the use of extrinsic rewards effectively motivates employees to perform at higher levels, thereby enhancing organisational competitiveness. Extrinsic rewards are of great importance because they are the basic element of the employment relationship which aims at improving human resources outcomes<sup>74</sup>. This is because financial rewards that are associated with performance have the potential to influence employee motivation and organisational effectiveness.

**Dimensions of Extrinsic Reward:** Extrinsic rewards consist of all forms of financial returns, tangible services and benefits that employees receive in return for services offered. Monetary rewards system for job performance includes the various dimensions of extrinsic reward such as; Promotion, commission, bonuses and fringe benefits<sup>75</sup>. Pay/salary package could be defined as compensation or reward received by employees as they exercised their responsibilities as employees in an organisation<sup>137</sup>. It is also described as the compensation given to employees which is proportionate to their skills, knowledge and expectancy. This are the most widely adopted traditional compensation method, common in most organisations<sup>75</sup>. Wages and salaries are the starting point in the reward package which consists of hourly rates, weekly wages or monthly/annual salaries paid to employees in lieu of work performed and services rendered. However, it is regarded as a preset regular recompense that is based on some measure of job size, job structure or other aspects of the employee such as qualifications, skills or competencies and different

level of pay is given to employees according to their jobs or positions. It is the most important category of rewards and is made up of base salary, variable pay, stock options and recognition programs and are made in respect to individuals' performance, skills and contribution toward the organisation itself. It is an important factor in increasing the level of motivation among employees<sup>75</sup>. Accordingly, pay/salary is the most important factor in motivating employees compared to other variable factors such as appreciation, job security, job promotion, working condition and other benefits suggested this is because pay/salary package has become an important factors that could influence employees' job motivation<sup>76</sup>.

The use pay/salary package as motivator for employees in the organisation is factored based on salary structure<sup>142</sup>. The productivity of an employee could be improved by offering employees wage premium which is higher than any other organisations could offer. It can also reduce the quits and turnover and inspiring the employees to work harder. Therefore, a fair pay/salary package which is equivalent to the amount of work done by the employees enabled them feel motivated<sup>76</sup>. Most employees expected that their organisations to provide fair pay. Studies have shown that low productivity among employees is mostly related to the different wage received between low and high income earners<sup>76</sup>. It is used as a form of feedback that shows the importance attached to employees in the organisation because it provides a quick and immediate form of feedback on the effort expended by employees. It highlights the most critical component in the employment relationship thereby significantly influencing the behaviour of employees. It is also used as a yardstick for all the other payments that an employee is entitled to, such as pension and other fringe benefits.

Nonetheless, pay/salaries packages are not only considered as motivators but also as a means of reinforcing employee retention because it plays a significant role in fulfilling the basic necessities of life such as food, shelter, safety and security because it satisfies both physical and psychological objectives or needs of human beings<sup>77</sup>. However, the amount of pay acts as a driver for meeting human needs such as status and recognition. Pay is important to employees because it directly impacts on the purchasing power of money. For instance, the higher the level of pay, the greater the level of purchasing power. This implies that a poor salary and an irregular mode of payment hampers employee performance as individuals will express their dissatisfaction through poor performance and noncommitment to their jobs. Conclusively, they are vital as they can affect the relationships between employees if they are inequitable, not proportionate and not related to performance<sup>77</sup>.

In order to show seriousness in valuing the employees, organisations nowadays provide monetary rewards which consisted of cash bonuses to employees and this cash bonuses are given separately from the salary and fairly allocated based on employee performances. Monetary bonus can be defined as a cash payment that is given to employees and that is related to individual, team or organisational performance. It is usually given to employees for individual or group achievements such as reaching set targets or quotas for a particular task or project. Bonus is important as it is aimed at motivating and providing social security to employees. In addition, it is a form of appreciation for the employee's effort and contribution to the success of the organisation. This form of reward is usually paid separately from salaries to employees for recent performance rather than historical performance. In other words, bonuses are not consolidated into base pay and that it must be re-earned. Accordingly, bonuses are not only allocated for senior managers only but also for employees who are influential in achieving measurable contributions<sup>78</sup>.

Several researchers suggested that bonuses could increase the level of motivation among employees<sup>79</sup>. Therefore, when an organisation implements bonuses as reward for employees as they meet their specific goals, it affects the employees' motivation levels. This goes to show that employees' level of motivation is eventually increased when they received unexpected increased in their pay. In conclusion, Employees who received monetary rewards are able to perform better and increased their productivity level in doing their works<sup>151</sup>. Accordingly, monetary rewards lead to employees' better performances and enabled them to accomplish their specific goals. However, studies have shown that bonuses were the weakest motivator among extrinsic rewards compared to pay.

Promotion is an extrinsic reward and an important factor in an employee's life and career which can affect their motivation. It can be defined as the advancement of an employee's rank or position in a hierarchical structure, which means an increase in the number of employees in a field to a better job than previously<sup>80</sup>. In a promotion, the responsibility is greater; achievement, facilities, status, and demand for proficiency are higher; and the addition of wages or salaries as well as other allowances Promotion means assigning more responsibility and authority to employees. In simple words, promotion is to transfer an employee to a higher position. Job promotion has several indicators, namely loyalty, qualification, and achievement. Promotion is the most common form of internal mobility for personnel in an organisation. It also refers to a higher post carrying greater responsibilities, higher status, and a better salary. It is the upward movement of an employee in the organisation's hierarchy<sup>80</sup>. Promotions are used to reward employees that perform well and to motivate them to greater effort. This aspect of the job drives employees the most—the ultimate reward for dedication and loyalty towards an organisation. In theory, it requires more work and effort in a job. Based on organisational

policies, these promotion-based decisions are taken on different aspects. These can be the length of service, experience, seniority, performance, etc.

Promotions are usually carried out with corresponding increase in wages or pay and are the important aspects in employees' career and life<sup>80</sup>. Therefore, can have a significant impact in the employees' work responsibilities and job attachment. Promotions given based on employees' performances provides a strong motivation in the employees themselves as they would work harder in order to get promoted for a higher position. However, fair chances of promotions based on employees' skills and ability makes them more loyal to their jobs and could become the source of motivation for the employees<sup>81</sup>. Aside from that, promotions also give opportunity to employees to increase their levels of responsibility, social standing and personal growth. It is also an important factor in an employee's life and career, which can affect their motivation and encourage employees to perform a job more efficiently and effectively to improve their talent. The promotion will give long-term satisfaction to employees. This can be done only by elevating the employee to a higher position and offering a title with increased accountability and responsibility due to the employee's efforts, behaviour, and period of service in the organisation. This kind of reward encourages the worker to put in his best effort so he can earn the trust of management and get more power and responsibility from them.

Studies have shown that promotions have a significant influence on job performance compared to other extrinsic reward, thus providing a higher motivation level among employees and serves as a mechanism in keeping the employees' loyalty to the organisations and reduced the turnover among them and could be used by organisations to improve employees' productivity and motivation<sup>82</sup>. Consequently, the service performance shown by employees would decrease when they realized that they could not win a job promotion among co-workers. This is because promotions play an important

role in organisations as the employees' perspective of being promoted to a better salary motivated them to work harder even if their current payment was not tied to performances<sup>82</sup>.

This is described as a form of indirect financial compensation and everything that is related to benefits or perquisites. This type of benefits consists of additional non-cash items or services that have a financial value<sup>83</sup>. It consists of all monetary rewards excluding direct financial compensation such as insurance, paid leave, retirement, employee services, paid public holidays and medical services. Furthermore, this type of benefits are supplementary forms of compensation which are paid based on the membership of the employee with the organisation. In a nutshell, fringe benefits are another reward that employees receive besides pay salaries, bonuses and job promotions when they were working in an organisation. They are reasonable additional reward for employee to increase their motivation in an organisation and to attract and recruited employees. Therefore, it acts as an important indicator for employees' compensation and acting as wages substitute. Studies have highlighted that organisations offer benefits to employees to promote health, provide financial protection and improve the work-life balance<sup>83</sup>. This form of indirect monetary rewards facilitates financial security and better prospects and are of great importance as they create fond memories amongst employees. Furthermore, the provision of benefits to employees results in employees perceiving the organisation as supporting and caring. This in turn assists the organisation in attracting, motivating and retaining employees through positive work experiences. Accordingly, there are four main types of benefits, namely voluntary benefits, employee services, flexible benefits and mandatory benefits. Conclusively, studies have shown that that fringe benefits have significant effect on employees' motivation and could also enhance employees' productivity in performing their works<sup>84</sup>.

Furthermore, extrinsic motivators provided by the compensation plan and reward system may result to aggressive sales, overstocking customers and being less reactive to customers' demands<sup>85</sup>. Accordingly, prizes have commonly become a form of commission which most employees expect. Expected rewards decrease the intrinsic motivation for rewards activity. Unexpected rewards increase motivation. In fact, research has suggested that outcome-based control systems provide little nutrient and feedback tend to garner less organisational commitment. It indicates that, while frequently used, financial rewards might not be the only type of rewards sought by employees and that demographic variables may determine the value that a member of an organisation places on financial rewards, as opposed to non-financial rewards however, motivating power of financial Reward system ends upon receiving the rewards, yet non-financial Reward system may continue motivating long after the transfer of the award. Nevertheless, non-financial reward system had an equally significant impact on performance outcomes as financial Reward system. Therefore, the assumption among organisations that motivation and performance can be improved simply by offering greater financial rewards ignores findings that non-financial rewards equally motivate the sales force, and in some instances even better than financial rewards hence the increased financial strain on organisations, to focus on non-financial Reward system, also referred to as non-financial motivators<sup>85</sup>.

To make Reward system more effective, attention must be given to administrative or application processes. The close by the reward systems are tied to performance. Studies have shown that reward contingencies moderate the performance turnover relationship in that higher performers reported more turnover intentions when rewards were not perceived as contingent on performance. However, high-performing turnover is greater

under the condition of low reward contingency because the choices of changing jobs will increase as reward inequity increases. Therefore, if a weak pay-for-performance connection exists, turnover of the best people may occur because they perceive that the performance will not be sufficiently rewarded.

Another theoretical consideration of reward system circles around the pay plan that is focused on the group. Group incentive systems include plans, which payouts are contingent on the achievement of group and often include a formal employee involvement component. Profit sharing and gain sharing are common, but lump-sum bonuses delivered to a group in recognition of employee's performance levels is quickly supplanting other plans<sup>86</sup>. Studies have shown that well-designed pay plans based on group performance can maximize productivity. Rewards system especially the financial factor is very important for improving employee performance some researchers suggest that financial Reward system may not be the most sought-after.

However, non-financial rewards system, such as achievement and recognition, are effective in motivating employees and are an important part of a organisational motivational mix. Similarly, non-financial Reward system can be carefully adjusted to produce a strong impact on the motivation of employees<sup>86</sup>. In order to use non-financial motivators such as job dimensions (challenge, variety, feedback and autonomy) and leadership characteristics (support and trust) to improve sales performance, it is important to examine the nature of their roles in influencing the intrinsic and extrinsic motivation of employees. Non-financial Reward system in organisations is most closely associated with recognition and performance. Although the non-financial incentive of recognition does not have as extensive theoretical foundation as that of money, we argued that the conceptual differentiation between recognition and social recognition is important. Formal programme such as employee of the month, social recognition is more informal

acknowledgment, attention, praise, approval, or genuine appreciation for work well done from one individual or group to another<sup>87</sup>. Although social recognition has been given relatively less attention than formal recognition in most organisations, research has shown that; if social recognition is provided on a contingent basis so as to manage employee behaviour, it may be a powerful incentive motivator for performance improvement. In addition, managers seem to value social recognition as an incentive, even though this finding has been neglected in the literature.

Researchers have identified some impact of organisational rewards system. Reward system ensures that the values that individuals or employees contributed to the organisation are equitably, fairly, and consistently compensated<sup>87</sup>. It ensures that employees are motivated and this leads to attainment of an organisational goal, and it further enhances productivity and performance at various organisational levels. The human resource remains a critical resource of an organisation because it contributes to enhancement of employees' competences, knowledge, motivation, and as well as overall performance of an organisation. In addition, organisation can obtain sustainable competitive advantage by the quality of human resource as asset possessed by organisations<sup>88</sup>.

This is established when in the form of productivity when organisation who recognize and reward their workers for their efforts provide good incentives for them to perform better and be more productive. It encourages competition within the workplace and also stimulate workers to meet personal and organisational goals. Secondly, it improves moral. How employee's morale may lead to poor job performance, burnout and increased absenteeism and insubordination and this can stem from workers not feeling good about their jobs. So, organisation often create workplace reward system to encourage a positive work environment and to improve employee's morale furthermore, reward program

increases employee engagement and improve attitude towards companies, inspiring workers to do their job well and stay longer.

Unscheduled absence cost organisation money absenteeism affects customers; services because workers are not available to assist client. Attendance based reward system offers employee incentives to adhere to the schedule and maintain perfect attendance which in turn support organisation bottom line. Some organisation choose to offer extra financial reward to employees such as bonus and commission to motivate workers to be more productive, but despite the potential to increase productivity, performance base incentives can have negative effect of the organisation as follows. One drawback of motivating employees with financial rewards like bonus and commission is that such rewards are often inconsistent for example, if a small business has a profitable year it might be able to rewards all of its workers with large annual bonus and vice versa. If employees receive smaller rewards than they expect or less than they have received in the past, it may hurt their morale.

Teamwork is very vital to productivity in many organisations, a team of workers can often get more done together than the individuals of the team would be able to accomplish alone. Financial incentive like bonuses can inhibit teamwork because they often reward individual's achievement rather than group achievement which can cause competition and divisiveness. Burn-out: Another potential drawback of financial rewards is that it can lead to burn-out. Bonuses and other financial rewards tend to reward workers who put in extra hours meaning that workers may work long days, night and weekends in an effort to boost their chances of receiving rewards, but this may cause employee to feel over worked and can lead to problems like low morale and lower productivity per hour spent at work.

## **2.2 Theoretical Framework**

### **2.2.1 Service Performance (SERVPERF) Model**

The service performance theory is a model that is most studied and have greater applicability in literature with positive and negative references. The SERVQUAL Model, created by Parasuraman, Zeithaml, and Berry in the late 1980s, was expanded upon and improved upon by the SERVPERF Model, also known as "Service Performance." By evaluating the discrepancy between client expectations and perceptions, the SERVQUAL Model sought to quantify the quality of services provided. SERVPERF, created by Cronin and Taylor in the 1990s, only considers consumers' perceptions of service quality, in contrast to SERVQUAL, which employed a gap analysis technique<sup>89</sup>. The SERVPERF compares customer expectations with perceptions of service received. However, the SERVPERF model is more focused on measuring the specific performance of the service provider, rather than identifying gaps in service quality. The SERVPERF model is similar to the SERVQUAL model, in that it compares customer expectations with perceptions of service received. However, the SERVPERF model is more focused on measuring the specific performance of the service provider, rather than identifying gaps in service quality.

The model can be used to measure the service performance of any organisation, in any industry. It can help organisations to identify areas where they are performing well and areas where they need to improve. The results of the SERVPERF can be used to inform decisions about how to improve service quality and customer satisfaction<sup>89</sup>. SERVPERF asserts that evaluating customers' opinions of the services they receive is a more effective way to gauge service quality than comparing expectations and perceptions. Performance-Based Measurement: The approach places a strong emphasis on performance-based measurement, which focuses on the quality of service that customers perceive the

provider to have provided. Multi-Dimensional Assessment: SERVPERF allows for a more in-depth analysis of various service issues by identifying several dimensions of service quality. No Expectation Comparison: SERVPERF does not compare customer perceptions to expectations, its only goal is to evaluate the quality of the service that has been provided<sup>89</sup>. To do so, managers must develop performance activities. These basic resources/competences enable it to perform efficiently the activities that it sets out to perform. However, whether the enterprise is currently making the right products and addressing the right market segment, or whether its future plans are appropriately matched to consumer needs and technological and competitive opportunities, is determined by its service performance.

The model includes two main components: Expectations: This is the level of service that customers expect to receive. It is determined by surveying customers and asking them to rate their expectations of different service dimensions, such as reliability, responsiveness, and tangibles. Perceptions: This is the level of service that customers perceive they have received. It is determined by surveying customers and asking them to rate their perceptions of the service received on different dimensions are integrated and reintegrated so that they are tuned to the business environment<sup>90</sup>. The SERVPERF Model comprises several key dimensions, each representing a specific aspect of service quality as perceived by customers. These dimensions help organisations assess and improve their service quality. The commonly recognized dimensions include: Reliability: reliability refers to the ability of the service provider to consistently deliver accurate, dependable, and error-free services. It entails fulfilling promises and commitments made to customers. Responsiveness: this reflects the service provider's willingness and ability to assist customers promptly. It involves being attentive, providing timely service, and addressing customer needs and concerns with urgency. Assurance: assurance pertains to the

competence, courtesy, credibility, and professionalism of the service provider. It encompasses factors such as the knowledge and expertise of employees and their ability to instill confidence in customers. Empathy: this involves understanding and caring for customers' individual needs, concerns, and feelings. Service providers should demonstrate empathy by actively listening and showing genuine interest in customer well-being. Tangibles: tangibles refer to the physical evidence or tangible cues associated with the service, including the appearance of facilities, equipment, personnel, and any other visible or sensory elements<sup>90</sup>.

The SERVPERF Model finds practical applications across various industries and sectors: customer satisfaction assessment: organisations use the SERVPERF Model to measure customer satisfaction and identify areas where improvements are needed to enhance overall service quality; service quality benchmarking: organisations frequently use the model to compare the quality of their services to rivals' and industry standards in order to have a better understanding of their competitive position; performance evaluation: managers and leaders utilize the SERVPERF Model to evaluate the performance of service departments or teams and identify opportunities for training and development; customer feedback analysis: organisations analyze customer feedback and survey responses using the SERVPERF dimensions to pinpoint specific areas of concern or areas of excellence; service design and improvement: the model guides organisations in designing and improving their service offerings by identifying which dimensions require attention and investment. employee training and development: organisations use SERVPERF to identify areas where employees may need additional training or support to enhance their ability to deliver quality service<sup>170</sup>. The SERVPERF Model serves as a valuable framework for organisations to assess and measure service quality based on customers' perceptions. By focusing on performance-based measurement and multi-

dimensional assessment, organisations can be resource-intensive, requiring technology and analytical capabilities<sup>90</sup>.

The service performance model is relevant to this study because it is a performance evaluation tool that provides a structured framework for evaluating service performance and service quality. The model focuses on measuring the performance of service based on customer perceptions of service delivery rather than comparing expectations and perceptions. The SERVPERF model offers valuable insights into the service performance and assists businesses in delivering superior customer experiences. It has been used to reflect the capacity of a firm to orchestrate activities and resources/assets within the system of global specialization and the firm's efforts to create/shape the market in ways that enable value to be created and captured which often requires extending, modifying, or, if necessary, completely revamping what the firm is doing so as to maintain a good fit with the ecosystem and markets that it occupies.

### **2.2.2 Social Exchange Theory (SET)**

Social Exchange Theory (SET) is one of the theories of social behaviour that best explains the social exchange and relationship between employers and employees in a work setting. It is a theory that examines the relationship that evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain rules of exchange. The theory was first according to scholars was propounded by George Homans in 1958<sup>91</sup>. The theory based on the notion that a relationship between two people is created through a process of cost-benefit analysis. In other words, it's a metric designed to determine the effort poured in by an individual in a person-to-person relationship. The measurement of the pluses and minuses of a relationship may produce data that can determine if someone is putting too much effort into a relationship.

The social exchanges between social actors generate responsibilities voluntarily agreed, entered and created through interactions between or among parties who are in a position to give tangible or intangible resources in expectation for a return of that which they expect from each other. This theory takes into consideration, feelings of loyalty, commitment, devotion, discretionary effort, role competence and innovative/creative behaviour as types of mutual exchange of obligations, services on the part of the employees and duty support, involvement, rewards/recognition, favors and job characteristics on the part of the employer<sup>92</sup>. The social exchange theory contains at least three parts; an initiating action, a relationship between parties, and a reciprocating response. Each of these parts can be represented by multiple constructs.

A general consensus is that social exchange between social actors influence behaviour because it involves social actors who engage in a relationship that one has something to offer which the other may not have but desires dealings are mostly on a give-and-take basis that serve as means of achieving desired goal at a cost in terms of time, energy or resources to both employees' decision to be engaged on their job or not is triggered by the exchange of tangible or intangible materials associated with such and or the treatment they receive from employers the relationship eventually, develops into loyalty, trusting each other, sharing commitments so long as both social actors keep to the conditions of mutually agreed exchanges. Within the context of this study, a social exchange could be said to occur when employers provide employees with an appropriate and adequate physical work environment features-aesthetic beauty that have the potential to arouse and sustain employee's passion for work, opportunities to experience a sense of oneness and care while at work, the space to express themselves. In return, employees exhibit discretionary efforts, puts in more time and energy into work roles, have passion for work, make positive contributions to matters of interest to the organisation and work towards

organisational goal. Therefore, this study is under investigation as it suggests that exchanges between employees and employers are key to sustaining employees' engagement and the degree organisational goals are achieved<sup>93</sup>.

The social exchange theory is relevant to this study because it can be used to understand the interactions that occurs between the employee and employer in an organisation and also helps to identify the intrinsic rewards that they receive from helping their organisations, and their motivation to continue their work. However, there are several limitations or weaknesses associated with social exchange theory. The theory can seem overly simplistic. What people get out of relationships versus. what the relationships cost them can be complex. While the theory can help someone take a broad look at a relationship, there are many more factors to consider in terms of whether they should continue or end the relationship.

### **2.2.3 Equity Theory**

The Equity theory was propounded by Adams and Freedman<sup>94</sup>. It is a theory that describes an idea that what an individual receives for their work has a direct effect on their motivation. In a workplace setting, it means an employee will generally aim to create a balance between what they give to the organisation compared to what they get in return. The equity theory contains two primary components: inputs and outcomes. The input is a contribution one makes to receive a reward which can include time commitments, daily job responsibilities, loyalty to an organisation and enthusiasm for one's work while the outcome, or output, is the compensation that an individual receives as a direct result of the input they provide and includes factors such as salary and pay raises, job security, praise from coworkers, improved recognition.

The Equity theory also measures the relationships among employees in workplace making four propositions: First, that employees appraise their relationship with their co-workers by evaluating the ratio of what they input to their job task to what they derive from it (outcome) and then make a comparison with the input-output ration of their fellow employee. Second, inequity exist if the employee perceives that input/outcome ratio compared to co-worker is unequal. Third, the higher the perceived inequality (either in the form of under-reward or over-reward) the more disappointed the person feels and forth, the higher the level of disappointment the more difficult it is for the employee to reestablish equity. As suggested by the theory, there are three forms of equity: distributive; procedural and interactional equity<sup>95</sup>. Distributive equity is concerned with the fairness of rewards relative to the work expended and comparison to others and has been consistently found to be an important factor in appraisal reactions. Procedural equity or justice, which is concerned with the perceptions employees have about the fairness of the procedures used in conducting evaluations and is enhanced through due process criteria, including lack of bias, consistency and accuracy, and the level of voice –the degree of input an employee has into the evaluation process to be an aspect procedural equity.

Lastly, interactional equity is concerned with the context of the performance appraisal which is enhanced when an employee is treated with consideration and respect during the appraisal process. The Equity theory is relevant to this study because it provides a platform for understanding the importance of reward systems as a motivational tool for enhancing attitude and behaviour of people working in an organisational setting, and how the behaviour can result to favorable performance outcomes.

## **2.3 Review of Empirical Studies**

### **2.3.1 Employee Engagement and Service Performance**

Considerable literature in employee engagement have been carried out which have shown clear links between initiatives undertaken by managers and organisations that improve employee engagement and performance. Every organisation that exists has different characteristics and conditions which make it difficult to have initiatives that can be readily adopted by organisations. However, A study was done to examine the effect of between employee engagement and educational qualification on employee productivity in selected deposit money banks in Lagos State, Nigeria. The study adopted the descriptive survey research design. The population was 2,704 consisting of the senior and middle level management staff of five selected banks. Sample size of 450 was selected using the Krejcie and Morgan table and proportionate random sampling method was adopted. The Cronbach's Alpha coefficient ranged from 0.856 to 0.912 was used. The data were analysed using the simple regression analysis. The findings revealed that employee engagement had a significant effect on employee productivity while educational qualification had a significant positive effect on employee productivity. The study revealed that employee engagement and educational qualification had significant positive effect on employee productivity in banking industry in Nigeria. It is therefore recommended that employers should pay attention to improving employee productivity by providing adequate employee engagement, training, skills, competencies as well as knowledge management or development<sup>96</sup>.

Additionally, an in-depth study was done to assess the relationship between green employee empowerment/engagement and non-financial corporate performance in deposit money banks of South-west, Nigeria<sup>97</sup>. Survey design was used. The study population was the managerial staff of deposit money banks in the South-west of Nigeria with 330 as the sample size. Simple random sampling technique was applied. Structural Equation Modelling-AMOS was used in testing the three (3) hypotheses. The findings revealed that

there is a relationship between green employee empowerment/engagement and non-financial corporate performance and that green empowerment/engagement positively aid the non-financial performance in deposit money banks in South-west, Nigeria. Hence, the study concludes that green employee empowerment/engagement should be embraced to improve non-financial performance like employee satisfaction, operational efficiency, and innovation.

Another study investigated the Effect of Employee Engagement on Employee Performance in Ghana's Micro, Small and Medium Enterprises (MSMEs) Sector during Covid-19: The Moderating Role of Job Demands<sup>98</sup>. A cross-section design was adopted for the study. A sample size of 395 respondents who were selected from a variety of Micro Small and Medium Enterprises via a convenience sampling method. Data was collected using a five-point Likert scale. The result of the correlation analysis showed that there was a significant relationship between employee engagement and employee performance. It was revealed that job demands moderated the relationship between Employee Engagement and employee performance. Finally, the result showed that job demands had an insignificant effect on Employee Engagement. Thus, it can be concluded that, in the face of COVID-19, Employee engagement is a significant predictor of the Employee Performance in the Micro Small and Medium Enterprises sector. Base on the findings the study researchers recommend owners and managers of Micro Small and Medium Enterprises to focus more on improving Employee Engagement levels in order to improve employee performance. Management of Micro Small Medium Enterprises are in a good position to favorably affect Employee Engagement levels in their businesses and enhance productivity by designing and implementing Employee Engagement policies. Hence, it is recommended that management of Micro Small Medium Enterprises place

emphasis on the design and implementation of Employee Engagement policies in their respective organisations by including workforces in the design and execution of these policies.

A study examine the impact of work engagement on job performance on initial level and then to examine the impact of work engagement on customers in public and private banks located in Mumbai region. Descriptive research method was employed while Simple Random Sampling was used to collect data from employees of public and private banks located in the Mumbai region. The study population consisted of 112 public bank customers and 116 private banks customers. Correlation and regression analysis was used to analyse the relationship between work engagement and job performance. Findings showed that there was significant relationship between work engagement and job performance. The major finding emphasis that banks should develop a system which makes sure the cognitive, affective and behavioural development of employees. The level of work engagement among bank employees plays an integral role to retain and grow bank customers. The study concluded by noting that work itself, involvement and passion to work are the most important drivers for work engagement. Job performance is outcome by employees on quantity and quality of work. Assurance and empathy, reliability, tangibility contributes more towards customer satisfaction in the banking industry<sup>99</sup>.

However, in a related vein, another study examined the impact of employee engagement on employee performance in selected Licensed Commercial Banks (LCBs) in Sri Lanka<sup>100</sup>. The study adopted the cross-sectional research design. The population consisted of 250 non-managerial employees randomly selected in four reputed Licensed Commercial Banks in Sri Lanka. The data collection was mainly based on electronic version mail using Google form. The data analyses were conducted using univariate and

bivariate methods. The outcomes of this paper exposed that there was a positive impact of Employee Engagement on Employee Performance in Licensed Commercial Banks in Sri Lanka. In the regression analysis, there was an Employee Engagement impact of on Employee Performance rendering to the outcomes of the study that there is a significant impact of Employee Engagement on Employee Performance in Licensed Commercial Banks in Sri Lanka. Accordingly, the findings of the study propose that the better engaging of employees leads to improved performance at work.

Furthermore, another study sought to investigate the effect of Information Technology employees' engagement on organisational performance through the mediating role of job satisfaction for Information Technology employees within the Information Technology Departments in Jordanian banking sector<sup>101</sup>. Quantitative research design and regression analysis were applied. A total of 429 Information Technology employees were surveyed. The results showed that Information Technology employee engagement significantly affected organisational performance and three of its dimensions, vigor, absorption, and dedication contributed significantly to organisational performance. The results also showed that Information Technology employee engagement positively and significantly affected job satisfaction, where vigor had the most contribution. In addition, it was found that job satisfaction significantly and positively affected organisational performance. Furthermore, job satisfaction only partially mediated the association between Information Technology employee engagement and organisational performance. This study concluded that Information Technology departments in Jordanian banking should try their best to promote and facilitate Information Technology employees' engagement and satisfaction in an effort to improve their performance, which will eventually yield positive results for the bank as a whole.

An investigation was done to examine the effect of employee engagement on the performance of Mikap Nigeria Limited, Makurdi<sup>102</sup>. The study adopted a cross-sectional survey design. The population of the study consisted of 112 employees of Mikap Nigeria Limited, Makurdi and a census sampling approach was adopted for the study. The study used multiple regression analysis for data presentation and analysis and formulated hypotheses were tested at 0.05 level of significance using the Statistical Package for Social Sciences (SPSS Version 23). Findings revealed that employee engagement has significant effect on organisational performance. The study concluded that vigor engagement significantly affects organisational performance. The study further concluded that dedication engagement positively affects organisational performance. Finally, the study concluded that engagement through absorption affects organisational performance. Maintaining and improving high level of work engagement not only contributes toward employee productivity but holistically affects performance of the overall organisation. The study therefore recommended that managers of organisations should improve vigor among employees since it improves staff performance and enhance organisational performance; management of organisations should promote dedication among employees by rewarding dedicated employees by promoting them. Also, organisations should design employees job schedules in such a way that they can be absorbed in the work that they do to help improve performance.

### **2.3.2 Reward System and Service Performance**

Research has abundantly dealt with the issue of reward system and service performance. Reward management has been singled out by many studies as a major predictor of service

performance because they help maintain a positive motivational environment for employees, enhance both business goals and employee values which are essential in organisational performance<sup>103</sup>.

Consequently, a study sought to determine the link between reward management and organisational performance: an empirical study of private universities in Uganda. A descriptive survey research design was adopted for the study. The population comprised 127 employees drawn from a population of 196 employees of Busoga University selected using stratified random sampling. Survey data were collected using a questionnaire and analysed using Pearson's product moment correlation coefficient and hierarchical regression methods. Results show a statistically significant link between both monetary and non – monetary reward types and performance of Busoga University. The results suggest that organisations that adopt elements of a combination of monetary and non – monetary rewards perform better than those that do not. The results indicate that employees believe that the nature of a reward system existent in an organisation, determines its performance. Both monetary and non – monetary rewards emerged as significant predictors of organisational performance<sup>104</sup>.

Another research work examined the effect of reward system on employee performance in sachet water companies in Anambra state<sup>105</sup>. A cross-sectional survey research design was used. The population of the study comprised of 525 employees of the selected sachet water companies in Anambra state. A sample size of 150 employees was drawn from the population using purposive sampling of which 139 copies of questionnaires were duly completed and returned showing 96% response rate. Research hypotheses were tested using Multiple Regression Analysis (MRA) which was carried out with the aid of

Statistical Package for Social Science (SPSS) version 23. Findings from the study revealed that wages and salaries have a significant effect on employee performance in the selected sachet water companies in Anambra state. The study results also showed that staff recognition have a significant positive effect on employee performance in the selected sachet water companies in Anambra state. Staff training and development showed a significant positive impact on employee performance. In view of the findings, the study therefore, recommends that Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known. Therefore, seminars/ workshop should be regularly organized by the management in order to update the employee knowledge.

A study investigated the effect of reward system on employee productivity in Nigeria hospitality industry<sup>106</sup>. It was done to assess the effect of sizeable wage and salary reward system on employee quality of service delivery in Nigeria hospitality industry and ascertain the effect of retirement benefits reward system on employee commitment in Nigeria hospitality industry. A descriptive survey research design was used. A sample size of 378 respondents was drawn from 503 population of the study using Taro Yamane sample technique. The hypotheses were tested with regression analysis comprising student-t statistics. The study revealed that sizeable wage and salary reward system has significant effect on employee quality of service delivery in hospitality industry (t-statistics (8.312) > P-value (0.000)); the study reveals that retirement benefits reward system has significant effect on employee commitment in hospitality industry (t-statistics (9.491) > P-value (0.000)). The study concludes that there was positive and significant effect of reward system on employee productivity in hospitality industry. The study

recommends that managements should ensure that there are regular promotions as at when due in order to further encourage staff to put in their very bests to their jobs which will in turn have a positive effect on performance of the hospitality industry.

A similar study explored the association between rewards and employee performance in the Oman banking sector. A cross-sectional survey research design was used<sup>107</sup>. The population of the study comprised of 500 bank employees across 18 listed banks in the Sultanate of Oman. The principal component analysis (PCA), factor analysis, structured equation modeling (SEM), and multivariate analysis of variance (MANOVA) using SPSS and R Studio programming were used in this study. The findings showed that extrinsic rewards have a positive impact on employee performance. The study concluded that the existence of rewards and their management is vital for practitioners and stakeholders associated with organisations. This is vital as rewards influence the performance, which in turn influences the achievement of organisational strategic purpose and vision. After an analysis of the impact of extrinsic and intrinsic rewards on employee performance, it is suggested that the bank managements may design their respective reward management system by aligning it with the organisational vision. Effective reward management leads to high employee performance and ensures a competitive advantage in the banking sector.

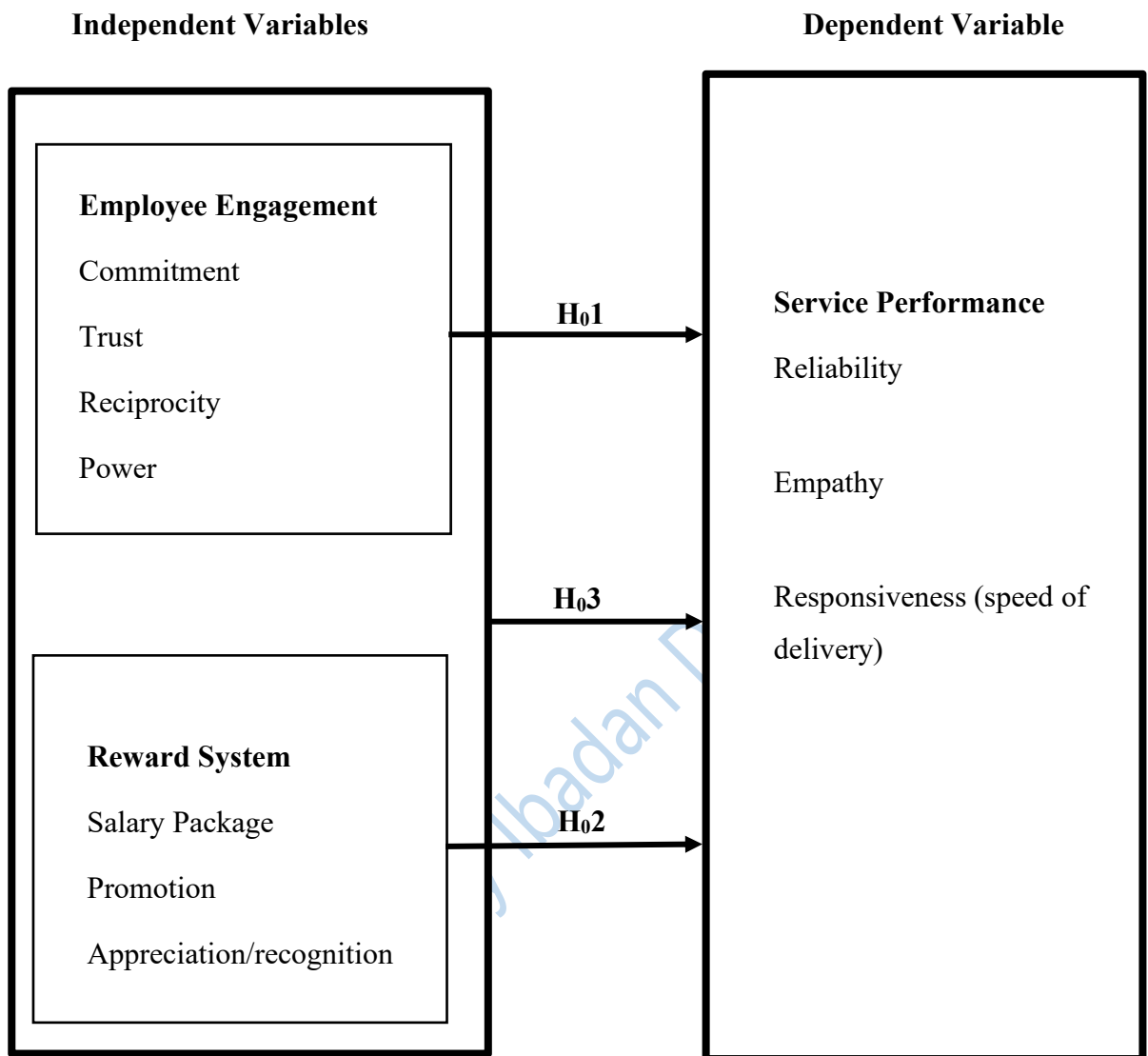
A study was done to examine recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria<sup>108</sup>. The study adopted the cross-sectional survey in its investigation of the variables. The target population of the study consists of 253 employees of 7 manufacturing companies in Port Harcourt, Rivers State, Nigeria. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypothesis

was tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is significant relationship between recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study concluded that management of manufacturing firms should be keen on the use of Recognition-based because it has proven to be a way of motivating employees. Implementing recognition-based programs would create a positive work environment, followed by reinforcing positive behaviour and motivating high performance.

Furthermore, another paper ascertained whether the motivational factors in place in Kakum Rural Bank, Ghana has any and how, if any of these factors influence employee performance. an inter-textual comparative evaluation methodology was employed for the study. The target population comprised of 105 employees of the selected bank. The Statistical Package for Service Solutions (SPSS) was used for analysing the data, which was first edited, coded and entered. The findings showed that the presence of six main motivational packages; management's involvement of employees in the design of these packages; has a generally positive influence on employee performance but do not induce and sustain employee loyalty. The study concluded that the motivational packages designed with employee participation are effective in improving performance of employees, but these packages do not necessarily have positive relationship with employee loyalty. Thus, incentives schemes have the potential to motivate if they are well designed with employees' involvement to capture their needs and expectations. However, the packages that improve performance could differ from those that sustain employees' loyalty to the bank<sup>109</sup>.

In a similar vein, another study examined the relationship between extrinsic reward systems and employees' commitment of deposit money banks in Port Harcourt. A Cross-sectional survey design was used for the study. The study population consisted of 315 respondents that cut across 10 selected deposit money banks in Port Harcourt. The study sample was 176 employees of deposit money banks in Port Harcourt derived from the use of systematic sampling technique. The data collected was subjected to analysis using Partial Least Squares (PLS) – Structural Equation Modelling (SEM) with the aid of Smart PLS 3.3.3. The result of the study showed a positive and significant relationship between extrinsic rewards and the measures of employees' commitment (affective, continuance and normative commitment). The study concluded that rewards system is a driver of employees' commitment in the Nigerian banking sector as confirmed by the result of the study. Arising from the findings and conclusion of the study, the study recommended that management of deposit money banks should ensure that adequate reward system is put in place to ensure that employees are better committed to their jobs. Furthermore, the study recommended that the organisational reward policies should be transparent in the sense that it gives equal and fair pay to employees in order to ensure that they are committed to the organisation<sup>110</sup>.

## 2.4 Conceptual Model



**Figure 2.1 Conceptual Model of Employee Engagement, Reward System and Service Performance**

**Source: Researcher, 2024**

According to the conceptual model of the study, the dependent variable of this study is service performance. Service performance in the context of this study dependent variable and will be measured using reliability, empathy and responsiveness adopted from SERVPERF model. The independent variables are employee engagement and Reward system; Employee engagement is measure with commitment, trust, reciprocity and power while reward system has three measures relevant for this study which include: salary package, promotion and appreciation. The selection of the model is based on the belief

that, the quality of both inputs invariably affects the quality of output in this case of service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

The conceptual framework illustrates the combine influence of employee engagement and reward system on service performance of information practitioners of deposit money banks in Lagos State, Nigeria. With these variables, this study will identify the influence of employee engagement on service performance of information practitioners in hypothesis one, influence of reward system on service performance of information practitioners in hypothesis two, and also the combine influence of employee engagement and reward system on the service performance of information practitioners in deposit money banks in Lagos State, Nigeria.

## **2.5 Summary of Literature Reviewed**

This chapter emphasizes scholars' thoughts regarding the issue of this study which is the effect of employee engagement and reward system on service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The study indicates the relevance of employee engagement and reward system on service performance. The evaluation on the conceptual framework has defined the notions (employee engagement, reward system and service performance). It displays the link between the dependent variable (service performance) and the independent variables (employee engagement and reward system).

Considerable literature in employee engagement have been carried out which have shown clear links between initiatives undertaken by managers and organisations that improve employee engagement and performance. An in-depth study was done to assess the relationship between green employee empowerment/engagement and non-financial

corporate performance in deposit money banks of South-west, Nigeria<sup>98</sup>. Survey design was used. The study population was the managerial staff of deposit money banks in the South-west of Nigeria with 330 as the sample size. Simple random sampling technique was applied. Structural Equation Modelling-AMOS was used in testing the three (3) hypotheses. The findings revealed that there is a relationship between green employee empowerment/engagement and non-financial corporate performance and that green empowerment/engagement positively aid the non-financial performance in deposit money banks in South-west, Nigeria. Hence, the study concludes that green employee empowerment/engagement should be embraced to improve non-financial performance like employee satisfaction, operational efficiency, and innovation.

Another study investigated the Effect of Employee Engagement on Employee Performance in Ghana's Micro Small and Medium Enterprises Sector during Covid-19: The Moderating Role of Job Demands<sup>89</sup>. A cross-sectional design was adopted for the study. A sample size of 395 respondents who were selected from a variety of Micro Small Medium and Enterprises via a convenience sampling method. Data was collected using a five-point Likert scale. The result of the correlation analysis showed that there was a significant relationship between employee engagement and employee performance. It was revealed that job demands moderated the relationship between Employee Engagement and employee performance. Finally, the result showed that job demands had an insignificant effect on Employee Engagement. Thus, it can be concluded that, in the face of COVID-19, Employee engagement is a significant predictor of the Employee Performance in the Micro Small and Medium Enterprises sector. Base on the findings the study researchers recommend owners and managers of Micro Small Medium Enterprises to focus more on improving Employee Engagement levels in order to improve employee performance. Management of Micro Small Medium Enterprises are in a good position to

favorably affect Employee Engagement levels in their businesses and enhance productivity by designing and implementing Employee Engagement policies. Hence, it is recommended that management of Micro Small Medium Enterprises place emphasis on the design and implementation of Employee Engagement policies in their respective organisations by including workforce in the design and execution of these policies.

A similar study explored the association between rewards and employee performance in the Oman banking sector. A cross-sectional survey research design was used<sup>107</sup>. The population of the study comprised of 500 bank employees across 18 listed banks in the Sultanate of Oman. The principal component analysis (PCA), factor analysis, structured equation modeling (SEM), and multivariate analysis of variance (MANOVA) using SPSS and R Studio programming were used in this study. The findings showed that extrinsic rewards have a positive impact on employee performance. The study concluded that the existence of rewards and their management is vital for practitioners and stakeholders associated with organisations. This is vital as rewards influence the performance, which in turn influences the achievement of organisational strategic purpose and vision. After an analysis of the impact of extrinsic and intrinsic rewards on employee performance, it is suggested that the bank managements may design their respective reward management system by aligning it with the organisational vision. Effective reward management leads to high employee performance and ensures a competitive advantage in the banking sector. A study was done to examine recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria<sup>109</sup>. The study adopted the cross-sectional survey in its investigation of the variables. The target population of the study consists of 253 employees of 7 manufacturing companies in Port Harcourt, Rivers State, Nigeria. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypothesis was tested using the Spearman's Rank

Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is significant relationship between recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. Nevertheless, the unanswered question within the context of Money Deposit Banks remains whether employee engagement and reward system can influence the service performance of Information Practitioners. This narrative triggers the need to address this gap in literature. Hence, the study is investigating the influence of employee engagement and reward system on service performance of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria.

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## **Chapter Three**

### **Methodology**

This chapter presents the methodology used in this study. The different sub-sections include research design, population of the study, sample and sampling technique, description of research instrument, validity of research instrument, reliability of research instrument, method of data collection and method of data analysis.

#### **3.1 Research Design**

This study adopted a descriptive survey design which was carried out with the use of a structured questionnaire. This is considered useful for this study as it aims to accurately and systematically describe a population, or phenomenon. This method is appropriate because it is found useful in the collection of data on phenomena that cannot be directly observed and allowed the researcher to compare responses from all participants groups at the same time. The descriptive research design was considered suitable in carrying out the study as it enabled the researcher to investigate the influence of employee engagement and reward system on the service performance of information practitioners in Deposit money banks in Lagos State, Nigeria.

#### **3.2 Population of the Study**

The population of this study comprises five hundred (500) staff of the selected deposit money banks in Lagos State which comprised only information practitioners (customer service executives, secretaries and tellers) of eleven money deposit banks from the top, middle and operational categories of the banks in the three Senatorial districts in Lagos which are Lagos Central, Lagos East and Lagos West. The Lagos Central Senatorial district covers Apapa, Eti-osa, Lagos Island, Lagos Mainland and Surulere. The Lagos East Senatorial District covers the Local Government Areas of Epe, Ibeju-Lekki, Ikorodu, Kosofe, and Shomolu, while the

Lagos West Senatorial District covers Agege, Ajeromi-Ifelodun, Alimosho, Amuwo-odofin, Badagry, Ifako-Ijaiye, Ikeja Mushin, Ojo and Oshodi-Isolo Local Government areas. The selected Banks covered were Guaranty Trust Bank Plc., Polaris Bank Plc., Keystone Bank Limited, WEMA Bank Plc., Union Bank Plc., Fidelity Bank Plc, Access Bank Plc, First Bank Plc, Zenith Bank Plc, First City Monumental Bank Plc and Sterling Bank Plc. The branches of these banks are spread out to all the three Senatorial districts in Lagos state.

**Table 3.1: Population of the Study**

S/No	Banks	Population
1.	Access Bank Plc	65
2.	Fidelity Bank Plc	28
3.	First Bank Plc	60
4.	First City Monument Bank Plc	41
5.	Guaranty Trust Bank	65
6.	Keystone Bank Ltd	30
7.	Polaris Bank Plc	39
8.	Sterling Bank Plc	35
9.	Union Bank Plc	32
10.	Wema Bank Plc	45
11.	Zenith Bank Plc	60
	<b>Total</b>	<b>500</b>

Source<sup>1,2,3,4,5,6,7,8,9,10,11</sup>

### 3.3 Sample Size and Sampling Technique

The sample size of the population is two hundred and seventeen (217) which was stratified to represent the total population from the information practitioners' population in the selected

banks. This sample size was derived using Krejcie and Morgan (1970) sample size table as shown in Table 3.2<sup>2</sup>. The researcher then utilised the combination of random and non-probability convenience sampling methods to reach respondents from the selected banks across the State. While the random sampling helped to avoid the problem of sampling bias, the non-probability convenience sampling allows for a wider coverage; taking into consideration the possibility of a non-response bias, which has to do with the refusal of some qualified/potential respondents to participate in the study.

**Table 3.2: Table for Determining Sample Size of a Known Population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	362
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	<b>500</b>	<b>217</b>	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source<sup>11</sup>

### 3.4 Description of Research Instrument

A validated and well-structured questionnaire was utilized to collect data from the respondents because it was used to assess the structured questions and replies quickly to meet the study's purpose. The instrument utilized was tagged Employee Engagement, Reward System and Service Performance (EERSSP) scale. The study followed the Likert scale design which permitted the researcher in providing alternatives that respondents picked from. The questionnaire was divided into four sections which focused on the variables of the study. The sections include the following:

**Section A:** This section was prepared by the researcher to gather demographic information of respondents. The biodata of respondents contained gender, age, sex, qualification and job experience.

**Section B:** Service Performance (SP) scale which includes three sub-scales; reliability, empathy and responsiveness adapted from a standard scale for the study targeted at analyzing the service performance of information practitioners in the selected deposit money banks in Lagos, State<sup>12</sup>. This section has three (3) sub-scales representing each measure for the variable with a total of thirteen (13) items. The first sub-scale was used to measure reliability and it contains four (4) items. The second sub-scale was used to measure empathy and it contains four (4) items. The third sub-scale was used to measure responsiveness and it consists of five (5) items. The scale utilized a four-point response style of Strongly Agree (SA) = 4 , Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. Examples of questions include: transactions are accurate; there is individual interaction between service front liners and customers; electronic banking services are faster than in-branch banking.

**Section C:** Employee Engagement (EE) scale which comprises of four (4) sub-variables of commitment, trust, reciprocity and power<sup>13</sup>. This section has four (4) sub-scales representing

each measure for the variable with a total of sixteen (16) items. The first sub-scale was used to measure commitment and it contains five (5) items. The second sub-scale was used to measure trust and it contains four (4) items. The third sub-scale was used to measure reciprocity and it consists of four (4) items while the fourth sub-scale was used to measure power and it consists of three (3) items. The scale employed a four-point answer style of 4=Strongly Agree, 3=Agree, 2= Disagree and 1=Strongly Disagree. Examples include: I want to stay in this organisation because of the recognition and promotions that I receive; I am certain that my immediate boss will not take any decision to tarnish the image of this organisation; there are short term incentive pays for small assignments given outside the main work.

**Section D:** Reward System (RS) scale comprises of three sub-variables of salary package, promotion scheme and appreciation which was adopted for this study<sup>14</sup>. The first sub-variable was used to measure salary package and it contains four (4) items. The second sub-variable was used to measure promotion and it contains three (3) items. The third sub-variable was used to measure appreciation/recognition and it consists of four (4) items. The total items for measuring reward system consists of eleven (11) items. The scale will employ a four-point answer style of Highly Available = 4, Available = 3, Unavailable = 2, Highly Unavailable = 1. Examples include: receiving salary comparable with similar jobs in other organisations; Management support for continuous staff development; My boss tell employees what to do if they want to be rewarded in their work.

### **3.5 Validation of the Research Instrument**

The validity of this instrument was obtained from relevant literature analysis and adaption from questionnaires that have been utilized by other studies. Content and construct validity was done. Content validity was utilized to determine the internal validity of the research

instruments which was verified via the supervisor and other specialists in information management sector. Comments and all the observations made would be incorporated in constructing the final draft of the questionnaire.

### **3.6 Reliability of the Research Instrument**

The reliability of the instrument was done through a pilot study. The pilot study helped to ensure consistency and dependability of the scale and the ability to elicit data that answer the research question of the study. The reliability of the instrument was done by pilot research utilizing twenty (20) copies of the questionnaire that were given to information practitioners of the selected deposit money banks in Lagos State which is not part of the study. The data obtained were subjected to Cronbach Alpha test and produced coefficients ranging from 0.702 to 0.842.

### **3.7 Administration of the Research Instrument**

The administration of the instrument involved a structured process to ensure accurate data collection. The researcher first obtained necessary approvals from relevant authorities before distributing the instrument to the target respondents. A combination of face-to-face and online distribution methods was used to enhance accessibility and response rates. Participants were given clear instructions on how to complete the instrument, with assurances of confidentiality to encourage honest responses. To minimize bias and ensure consistency, the researcher monitored the administration process and provided clarifications where needed. The completed instruments were then collected within the specified timeframe for analysis.

### **3.8 Method of Data Collection**

Primary data were gathered to answer the aims of the research using a structured questionnaire in accordance with available literature. This instrument works well with a cross-section survey design largely because it facilitates the gathering of data about opinion

and perception of respondents at a moment in time on current topics. A letter of recommendation was obtained from the Department of Information Management, Lead City University which was utilized to get authorization to conduct the survey at the selected deposit money banks in Lagos State, Nigeria. Due to the number of respondents, a three (3) day training was conducted for three (3) research assistants to facilitate the administration, retrieval and initial sorting of copies of the questionnaires.

### **3.9 Method of Data Analysis**

The researcher evaluated the data obtained using descriptive and inferential statistics for the items in all the sections in the questionnaires. The use of descriptive statistics was useful since it helped to explain and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response concerning variables under investigation, so addressing the research questions. To test the hypotheses established, the inferential statistics using linear regression analysis was employed principally to test the hypotheses 1 -2 while multiple regression analysis was used to test hypothesis 3. The data obtained for the research was analyzed using Statistical Package for Social Sciences (SPSS) version 24. All hypotheses were tested at a level of 0.05 significance.

### **3.10 Ethical Approval**

The ethical considerations for this study are pivotal to ensuring the integrity and credibility of the research process. Participation in the study was voluntary, and informed consent was obtained from all respondents, ensuring they fully understand the purpose, procedures, and their rights, including the option to withdraw at any point without repercussions. The confidentiality and anonymity of participants were strictly maintained, with data securely stored and used solely for academic purposes. Additionally, the study avoided any form of harm such as physical, emotional, or psychological, to participants by adopting non-invasive

data collection methods. The research adhered to ethical guidelines by avoiding bias, misrepresentation of findings, or manipulation of data, ensuring that the study is conducted transparently and with respect for all participants. Approval from a recognized ethical review board was sought to validate the study's alignment with ethical standards.

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## Endnotes

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## Chapter Four

### Results and Discussion of Findings

This chapter dealt with data presentation, analysis and interpretation of the results. The analysis was guided by the specific objectives and the hypotheses that were formulated in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretation below the tables. Section two presented inferential statistics and a discussion of findings comes at the later end of the chapter. The results presented were based on the research questions and hypotheses, which the study set out to answer and examine. Data were analyzed using SPSS version 27.

#### 4.1 Data Presentation

A total of two hundred and seventy (217) copies of the questionnaire were administered, and two hundred and ten (210) copies were returned. After sorting the questionnaires only two hundred (200) copies were certified as duly filled and considered usable and these represented a 92.17% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistant who put concerted efforts into reaching out to the Human Resource staff to request them to participate in the study. The response results are presented in Table 4.1

**Table 4.1: Response Rate**

Response Rate:	Frequency	Percent (%)
Returned and used	200	92.2
Not Returned/Returned but not used	17	7.8%

**Source:** Field survey, 2024

**Table 4.2: Demographic Characteristics of Respondents**

Variables	Category	Frequency	Percentage
Gender	Male	113	56.5
	Female	87	43.5
Age	20-24 years	6	3
	25-29 years	51	25.5
	30-34 years	63	31.5
	35-44 years	46	23
	44-49 years	27	13.5
	50 and above	7	3.5
Educational Level	NCE	20	10
	ND	21	10.5
	HND	16	8
	Bachelor's degree	118	59
	Master's degree	17	8.5
	PhD,	8	4
Years of experience	5 – 10 years	88	44
	11 – 15 years	61	30.5
	16 – 20 years	28	14
	21 – 25 years	16	8
	26 – 30 years	7	3.5

**Source:** Field survey, 2024

Table 4.2 presents the demographic characteristics of respondents in this study provide a comprehensive view of their gender, age, educational level, and years of experience. The gender breakdown shows a higher proportion of male respondents (113; 56.5%) compared to female respondents (87; 43.5%), suggesting a relatively balanced, yet male-dominated, sample population. This gender representation may reflect the broader demographic structure within the study's target population or industry context. The age distribution reveals that the majority of respondents are within the age brackets of 25–29 years (51; 25.5%) and 30–34 years (63; 31.5%), comprising more than half of the respondents collectively (57%). This

trend indicates that most respondents are in the early to mid-career stages. A smaller portion falls within the older age groups: 35–44 years (46; 23%), 44–49 years (27; 13.5%), and 50 and above (7; 3.5%). These findings suggest that the sample is primarily younger professionals, which could influence their perspectives and experiences in the workplace.

The educational qualifications of respondents vary significantly, with the majority holding a Bachelor's degree (118; 59%). Other educational categories include NCE (10; 10%), ND (21; 10.5%), HND (16; 8%), Master's degree (17; 8.5%), and Ph.D. (8; 4%). The prevalence of Bachelor's degree holders may imply a focus on individuals with a strong foundational educational background, while the presence of advanced degree holders (Master's and Ph.D.) suggests a segment of highly educated respondents who might possess specialized knowledge and skills relevant to the field. In terms of work experience, most respondents have been in their field for 5–10 years (88; 44%) or 11–15 years (61; 30.5%), making up a combined total of 74.5%. This distribution indicates that the majority of participants are relatively seasoned professionals, likely to have accumulated significant industry expertise. A smaller proportion have 16–20 years (28; 14%), 21–25 years (16; 8%), and 26–30 years (7; 3.5%) of experience, indicating that fewer respondents are highly experienced veterans.

Overall, this demographic profile reflects a workforce that is moderately gender-balanced, predominantly young and mid-career, with substantial educational qualifications and varying levels of experience, which may provide diverse perspectives within the study context.

## 4.2 Presentation of Response to the Research Questions

**Research Question One:** What is the level of service performance of information practitioners in deposit money banks in Lagos State, Nigeria?

**Table 4.3: Descriptive Analysis on the Level of Service Performance of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Reliability</b>							
1	Transactions are accurate	117 (58.5%)	70 (35.0%)	9 (4.5%)	4 (2.0%)	1.50	Very Low
2	Transactions are reliable	117 (58.5%)	56 (28.0%)	12 (6.0%)	15 (7.5%)	1.63	Low
3	Staff at my bank perform services at the right time	76 (38.0%)	104 (52.0%)	10 (5.0%)	10 (5.0%)	1.77	Low
4	Good feedback system is provided for customers	31 (15.5%)	50 (25.0%)	110 (55.0%)	9 (4.5%)	2.49	High
<b>Average Mean</b>						<b>1.85</b>	<b>Low</b>
<b>Empathy</b>							
5	There is individual interaction between service front liners and customers.	131 (65.5%)	41 (20.5%)	19 (9.5%)	9 (4.5%)	1.53	Very Low
6	Staff attention is personalized	98 (49.0%)	81 (40.5%)	12 (6.0%)	9 (4.5%)	1.66	Low
7	There is always availability of service people	86 (43.0%)	79 (39.5%)	27 (13.5%)	8 (4.0%)	1.79	Low
8	There is service contract options	88 (44.0%)	43 (21.5%)	26 (13.0%)	43 (21.5%)	2.12	Low
<b>Average Mean</b>						<b>1.78</b>	<b>Low</b>
<b>Responsiveness</b>							
9	Electronic banking services are faster than in-branch banking	41 (20.5%)	137 (68.5%)	16 (8.0%)	6 (3.0%)	1.94	Low
10	Banking services provides easy access for banking transactions	82 (41.0%)	93 (46.5%)	14 (7.0%)	11 (5.5%)	1.77	Low

11	Staff handle complaints quickly	81 (40.5%)	55 (27.5%)	49 (24.5%)	15 (7.5%)	1.99	Low
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S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
12	Staff attend to customers' requests warmly	101 (50.5%)	62 (31.0%)	19 (9.5%)	18 (9.0%)	1.77	Low
13	Online customer care is available 24/7	42 (21.0%)	24 (12.0%)	38 (19.0%)	96 (48.0%)	2.94	High
<b>Average Mean</b>						<b>2.08</b>	<b>Low</b>
<b>Grand Mean</b>						<b>1.90</b>	<b>Low</b>

**Source:** Field survey, 2024

Decision rule: (1.00 - 1.74) = Very Low; 1.75 - 2.49 = Low; 2.50-3.24 = High; 3.25-4.00 = Very High.

The table presents a descriptive analysis of responses assessing the service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The analysis covers aspects such as reliability, empathy, and responsiveness. The data indicates that the majority of respondents believe transactions are accurate, with 58.5% rating them as "Very High" and 35.0% as "High," resulting in a mean score of 1.50. Similarly, the reliability of transactions is highly regarded, with the same percentage of respondents (58.5%) rating it as "Very High" and 28.0% as "High," giving a mean score of 1.63. However, the perception of timeliness in service delivery, although positive, is slightly less robust, as 38.0% rated it "Very High" and 52.0% as "High," leading to a mean score of 1.77.

When examining the feedback systems provided to customers, the data suggests room for improvement, with 55.0% of respondents rating them as "Low," resulting in a higher mean score of 2.49, which indicates a less favorable perception compared to other aspects. In terms of empathy, individual interaction between service front-liners and customers is highly rated, with 65.5% of respondents giving it a "Very High" rating, and 20.5% rating it as "High," leading to a mean score of 1.53. Personalized attention from staff also received positive

ratings, with 49.0% and 40.5% of respondents rating it "Very High" and "High," respectively, resulting in a mean score of 1.66. However, the availability of service personnel showed some variability, with 43.0% of respondents rating it as "Very High," but the presence of lower ratings led to a mean score of 1.79.

Regarding service contracts, responses were more mixed. While 44.0% rated it "Very High," a significant 21.5% rated it "Very Low," resulting in a mean score of 2.12, indicating moderate satisfaction. The responsiveness of services was generally well-regarded, with 68.5% of respondents rating electronic banking services as faster than in-branch banking, leading to a mean score of 1.94. Additionally, most respondents found banking services to provide easy access, as reflected in the mean score of 1.77. Complaint handling and staff responsiveness also received generally positive ratings, with a mean score of 1.99, though some dissatisfaction was noted.

Staff warmth in attending to customer requests was perceived positively, with a mean score of 1.77. However, online customer care availability showed significant dissatisfaction, as 48.0% of respondents rated it "Very Low," leading to the highest mean score of 2.94 among all the variables, indicating a critical area for improvement.

In summary, while the overall service performance of information practitioners is perceived positively in areas such as accuracy, reliability, and empathy, there are specific areas like feedback systems and online customer care availability that require attention to enhance customer satisfaction. Combining the mean scores across the three dimensions of reliability, empathy, and responsiveness, the overall mean score for service performance among information practitioners in deposit money banks in Lagos State was calculated to be 1.90. According to the decision rule (1.00-1.74 = Very High, 1.75-2.49 = High, 2.50-3.24 =

Moderate, 3.25-4.00 = Low), this score falls within the range indicating a high level of service performance.

This high overall score suggests that information practitioners in these banks generally deliver reliable, empathetic, and responsive services. However, while customers rate many aspects of the service highly, there are still specific areas, such as the effectiveness of the feedback system and the availability of online customer care, that show room for improvement. The descriptive analysis indicates that while the overall service performance is commendable, banks in Lagos State should focus on enhancing certain elements, particularly in feedback mechanisms and online support, to further elevate customer satisfaction and service quality.

**Research Question Two:** What is the Level of Employee Engagement of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria?

**Table 4.4: Descriptive Analysis on the Level of Employee Engagement of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria**

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Commitment</b>							
1	I want to stay in this organisation because of the recognition and promotions that I receive.	126 (63.0%)	43 (21.5%)	16 (8.0%)	15 (7.5%)	1.60	Very Low
2	I feel it is unethical to switch jobs only for benefits	63 (31.5%)	59 (29.5%)	23 (11.5%)	55 (27.5%)	2.35	Low
3	I prefer to stay loyal to the organisation because of the investment in me.	35 (17.5%)	152 (76.0%)	8 (4.0%)	5 (2.5%)	1.92	Low
4	I would be very happy to spend the rest of my career with this organisation	51 (25.5%)	23 (11.5%)	62 (31.0%)	64 (32.0%)	2.70	High
5	My commitment to the	127	73				Very Low

organisation has led to high productivity. (63.5%) (36.5%) 0 0 1.37

**Average Mean 1.99 Low**

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Trust</b>							
6	I am certain that my immediate boss will not take any decision to tarnish the image of this organisation.	46 (23.0%)	95 (47.5%)	49 (24.5%)	10 (5.0%)	2.12	Low
7	I can rely on the management to keep their promises.	65 (32.5%)	95 (47.5%)	30 (15.0%)	10 (5.0%)	1.93	Low
8	I feel secured in facing unknown new situation.	22 (11.0%)	94 (47.0%)	24 (12.0%)	60 (30.0%)	2.61	High
9	I feel comfortable sharing work challenges with my boss.	66 (33.0%)	72 (36.0%)	21 (10.5%)	41 (20.5%)	2.19	Low
<b>Average Mean</b>						<b>2.24</b>	<b>Low</b>
<b>Reciprocity</b>							
10.	There is short term incentive pays for small assignments given outside the main work	113 (56.5%)	68 (34.0%)	10 (5.0%)	9 (4.5%)	1.58	Very Low
11	Employees are compensated appropriately for job achievement	38 (19.0%)	115 (57.5%)	25 (12.5%)	22 (11.0%)	2.15	Low
12	Salary is given in accordance to employees' responsibilities	98 (49.0%)	16 (8.0%)	63 (31.5%)	23 (11.5%)	2.06	Low
13	The management put preference on rewarding	64	72	43	21		

employee's effort	(32.0%)	(36.0%)	(21.5%)	(10.5%)	2.11	Low
					<b>Average Mean</b>	<b>2.11</b>
						<b>Low</b>

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Power</b>							
14	Constructive opinions are welcome to move the organisation forward	39 (19.5%)	99 (49.5%)	38 (19.0%)	24 (12.0%)	2.99	High
15	Employees' decision is given consideration during meeting	126 (63.0%)	43 (21.5%)	16 (8.0%)	15 (7.5%)	1.60	Very Low
16	The level of respect and appreciation when job is well executed	63 (31.5%)	59 (29.5%)	23 (11.5%)	55 (27.5%)	2.35	Low
						<b>Average Mean</b>	<b>1.98</b>
						<b>Grand Mean</b>	<b>2.11</b>
							<b>Low</b>

**Source:** Field survey, 2024

Decision rule: (1.00 - 1.74) = Very Low; 1.75 - 2.49 = Low; 2.50-3.24 = High; 3.25-4.00 = Very High.

The table presents a descriptive analysis of the level of employee engagement among information practitioners in deposit money banks in Lagos State, Nigeria, focusing on four key dimensions: commitment, trust, reciprocity, and power. Each dimension is assessed through various statements, with responses categorized into four levels: Very High (VH), High (H), Low (L), and Very Low (VL), and accompanied by the mean values that indicate the overall level of engagement.

The commitment dimension reflects a generally low level of employee engagement. The statement "I want to stay in this organisation because of the recognition and promotions that I receive" has a mean of 1.60, which falls under the "Very Low" category, indicating that

recognition and promotions are not perceived as strong motivators for employees to stay with the organisation. Similarly, the statement "I feel it is unethical to switch jobs only for benefits" scored a mean of 2.35, categorized as "Low," suggesting that employees do not necessarily see switching jobs for better benefits as unethical. The statement "I prefer to stay loyal to the organisation because of the investment in me" recorded a mean of 1.92, which is also in the "Low" category, reflecting limited loyalty driven by organisational investment. While the statement "I would be very happy to spend the rest of my career with this organisation" scored higher with a mean of 2.70, categorized as "High," the overall commitment remains low with an average mean of 1.99. This suggests that, despite some degree of satisfaction, employees are not strongly committed to the organisation, likely due to a lack of strong rewards and recognition mechanisms.

The trust dimension, which measures the level of confidence employees have in their organisation's leadership and management, also shows a low level of engagement. The statement "I am certain that my immediate boss will not take any decision to tarnish the image of this organisation" has a mean of 2.12, categorized as "Low," indicating that employees do not have a high level of trust in their leaders' decisions. The statement "I can rely on the management to keep their promises" scored a mean of 1.93, also falling under the "Low" category, suggesting that employees have limited confidence in the management's reliability. However, the statement "I feel secured in facing unknown new situations" had a mean of 2.61, categorized as "High," reflecting a relatively higher level of trust in facing challenges. The final statement, "I feel comfortable sharing work challenges with my boss," scored a mean of 2.19, categorized as "Low," indicating that open communication between employees and management is not strongly encouraged. The overall trust mean of 2.24 suggests that employees' trust in their organisation and its leaders is low, potentially due to perceived management failures in keeping promises or ensuring transparency.

The reciprocity dimension, which assesses the fairness and effectiveness of the organisation's reward systems, shows similarly low engagement. The statement "There are short-term incentive pays for small assignments given outside the main work" has a mean of 1.58, categorized as "Very Low," indicating a lack of tangible rewards for additional efforts. The statement "Employees are compensated appropriately for job achievement" recorded a mean of 2.15, categorized as "Low," reflecting a sense of inadequacy in how employees are compensated for their work. Similarly, the statement "Salary is given in accordance with employees' responsibilities" scored a mean of 2.06, also falling under "Low," indicating that employees feel the salary does not reflect their roles or responsibilities. The statement "The management puts preference on rewarding employees' efforts" had a mean of 2.11, categorized as "Low," suggesting that reward systems are not sufficiently linked to individual performance or effort. The average mean for reciprocity is 2.11, reinforcing the notion that employees perceive the organisation's reward systems as inadequate and not properly aligned with their contributions.

The power dimension, which examines the level of influence employees have within the organisation, shows mixed results. The statement "Constructive opinions are welcome to move the organisation forward" recorded a mean of 2.99, categorized as "High," indicating that employees feel their opinions are valued when it comes to organisational progress. However, the statement "Employees' decisions are given consideration during meetings" scored a much lower mean of 1.60, categorized as "Very Low," indicating that employees' opinions are often disregarded in decision-making processes. The statement "The level of respect and appreciation when a job is well executed" had a mean of 2.35, categorized as "Low," suggesting that respect and recognition for good work are insufficient. The average mean for power is 1.98, indicating low employee engagement in terms of influence and decision-making within the organisation.

The grand mean for the entire survey is 2.11, falling within the "Low" category. This indicates that the overall level of employee engagement among information practitioners in deposit money banks in Lagos State is low. Despite some positive responses in areas such as power, where employees feel their opinions are welcomed, the engagement levels are largely undermined by a lack of commitment, trust, and reciprocity. Employees seem disengaged, primarily due to inadequate recognition, limited rewards for their efforts, and a lack of trust in management's actions and promises. This low level of engagement suggests a need for the banks to reassess their employee engagement strategies, focusing on improving recognition, trust, and fair compensation, which are critical factors in boosting overall productivity and job satisfaction.

**Research Question Three:** What is the level of reward systems among information practitioners in deposit money banks in Lagos State, Nigeria?

**Table 4.5: Descriptive Analysis on the Level of Reward Systems among Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Salary Package</b>							
1	Upward review of staff salaries periodically based on performance	38 (19.0%)	152 (76.0%)	5 (2.5%)	5 (2.5%)	1.89	Low
2	Staff are paid overtime for closing late at work	48 (24.0%)	23 (11.5%)	65 (32.5%)	64 (32.0%)	2.73	High
3	My salary is always paid on time	117 (58.5%)	70 (35.0%)	6 (3.0%)	7 (3.6%)	1.52	Very Low
4	The salary received is based on standard	39 (19.5%)	95 (47.5%)	49 (24.5%)	17 (8.5%)	2.22	Low
<b>Average Mean</b>						<b>2.09</b>	<b>Low</b>
<b>Promotion</b>							
5	The organisation acknowledges and appreciate exemplary employees by providing promotions	69 (34.5%)	84 (42.0%)	33 (16.5%)	14 (7.0%)	1.96	Low
6	The promotional reward structure is applicable to all staff	36 (18.0%)	80 (40.0%)	24 (12.0%)	60 (30.0%)	2.54	High

7	Promotion is awarded based on years of work and achievements	77 (38.5%)	62 (31.0%)	24 (12.0%)	37 (18.5%)	2.11	Low
8	Promotion of staff is reviewed periodically every financial year.	106 (53.0%)	68 (34.0%)	13 (6.5%)	13 (6.5%)	1.67	Very Low
<b>Average Mean</b>						<b>2.07</b>	<b>Low</b>

S/N	Statements	VH f (%)	H f (%)	L f (%)	VL f (%)	Mean	Remark
<b>Appreciation/Recognition</b>							
9	The organisation acknowledges exemplary employees by giving gift	41 (20.5%)	109 (54.5%)	28 (14.0%)	22 (11.0%)	2.15	Low
10	Exemplary employees are awarded certificates and their names are displayed on the notice board	98 (49.0%)	16 (8.0%)	63 (31.5%)	23 (11.5%)	2.06	Low
11	Verbal praises are offered for exemplary performance in my organisation	61 (30.5%)	72 (36.0%)	46 (23.0%)	21 (10.5%)	2.13	Low
12	There is a reward for appreciation	83 (41.5%)	22 (11.0%)	28 (14.0%)	67 (33.5%)	2.40	Low
<b>Average Mean</b>						<b>2.19</b>	<b>Low</b>
<b>Grand Mean</b>						<b>2.11</b>	

**Source:** Field survey, 2024

Decision rule: (1.00 - 1.74) = Very Low; 1.75 - 2.49 = Low; 2.50-3.24 = High; 3.25-4.00 = Very High.

The table presents a descriptive analysis of the level of reward systems among information practitioners in deposit money banks in Lagos State, Nigeria. The analysis includes various statements related to salary packages, promotions, and appreciation/recognition, with the responses categorized into four levels: Very High (VH), High (H), Low (L), and Very Low (VL). The corresponding frequencies and percentages for each level, along with the mean values for each statement, provide insights into the overall perception of reward systems in the banks.

The table provides a descriptive analysis of the level of reward systems among information practitioners in deposit money banks in Lagos State, Nigeria, focusing on four key areas:

salary package, promotion, and appreciation/recognition. The responses to each statement are categorized into four levels: Very High (VH), High (H), Low (L), and Very Low (VL), with the corresponding mean scores used to assess the overall level of reward systems.

The salary package dimension reflects a generally low level of satisfaction with the reward system. The statement "Upward review of staff salaries periodically based on performance" scored a mean of 1.89, categorized as "Low." This indicates that employees feel there is insufficient periodic review of salaries based on their performance. Similarly, the statement "My salary is always paid on time" recorded a mean of 1.52, categorized as "Very Low," suggesting that salary timeliness is a significant concern among employees. The statement "The salary received is based on standard" scored a mean of 2.22, categorized as "Low," indicating that employees perceive their salary as below industry standards. However, the statement "Staff are paid overtime for closing late at work" had a higher mean of 2.73, categorized as "High," which suggests that employees are generally satisfied with overtime compensation. The average mean for salary package is 2.09, categorized as "Low," reflecting the general dissatisfaction with salary reviews, payment timeliness, and overall salary standards, despite the positive response regarding overtime pay.

The promotion dimension also shows a low level of employee satisfaction with reward systems. The statement "The organisation acknowledges and appreciates exemplary employees by providing promotions" recorded a mean of 1.96, categorized as "Low," indicating that employees do not feel their exemplary performance is adequately recognized through promotions. The statement "The promotional reward structure is applicable to all staff" had a mean of 2.54, categorized as "High," suggesting that employees feel promotions are generally accessible across the organisation. However, the statement "Promotion is awarded based on years of work and achievements" scored a mean of 2.11, categorized as "Low," reflecting dissatisfaction with how promotions are awarded. The statement

"Promotion of staff is reviewed periodically every financial year" had a mean of 1.67, categorized as "Very Low," which highlights that employees perceive the promotion process as infrequent or inconsistent. The average mean for the promotion dimension is 2.07, which falls into the "Low" category, indicating that the promotion system does not sufficiently recognize or reward employees for their performance or achievements.

The appreciation/recognition dimension also reveals low levels of satisfaction with how employees are recognized for their work. The statement "The organisation acknowledges exemplary employees by giving gifts" had a mean of 2.15, categorized as "Low," indicating that employees do not feel adequately recognized with tangible rewards such as gifts. Similarly, the statement "Exemplary employees are awarded certificates and their names are displayed on the notice board" recorded a mean of 2.06, categorized as "Low," suggesting that public recognition in the form of certificates and name displays is not frequently used. The statement "Verbal praises are offered for exemplary performance in my organisation" had a mean of 2.13, categorized as "Low," reflecting that verbal recognition is not consistently offered to employees for good performance. The statement "There is a reward for appreciation" scored a mean of 2.40, categorized as "Low," indicating that employees feel there is insufficient reward for appreciation within the organisation. The average mean for the appreciation/recognition dimension is 2.19, categorized as "Low," highlighting that employees do not feel adequately appreciated or recognized for their contributions.

The grand mean for the entire survey is 2.11, which falls under the "Low" category. This suggests that the overall reward system within deposit money banks in Lagos State, Nigeria, is perceived as inadequate by information practitioners. The dissatisfaction is particularly evident in the areas of salary reviews, promotion systems, and recognition practices. Despite some positive responses regarding overtime pay and the accessibility of promotions for all staff, the overall sentiment reflects a significant gap in the effectiveness and fairness of

reward mechanisms. This low level of satisfaction with the reward system is likely to impact employee morale, engagement, and retention, pointing to the need for the banks to reassess their reward structures to ensure they align more closely with employees' expectations and industry standards.

### 4.3 Hypotheses Testing Analysis

**H<sub>0</sub>1: There is no Significant Influence of Employee Engagement on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.**

Table 4.6a, Table 4.6b, and Table 4.6c present the Summary of Regression Analysis on the Influence of Employee Engagement on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.

**Table 4.6a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.561	0.315	0.309	0.110

a. Predictors: (Constant), Employee Engagement

**Table 4.6b: ANOVA**

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	21.9877	1	21.99	38.998	.000 <sup>b</sup>
	Residual	112.2	199	0.564		
	Total	134.188	200			

a. Dependent Variable: Service Performance

b. Predictors: (Constant), Employee Engagement

**Table 4.6c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	56.1	34.112		1.645	.000
	Employee Engagement	0.368	0.106	0.262	3.472	.001

a. Dependent Variable: Service Performance

Tables 4.6a, 4.6b, and 4.6c presents the correlation between employee engagement on service performance of information practitioners in deposit money banks, Lagos State, Nigeria. It

illustrates the model summary statistics, ANOVA findings, and regression coefficients to buttress on how employee engagement is a strong predictor of service performance. The model summary in Table 4.6a reveals a positive correlation ( $R = 0.561$ ) between employee engagement and service performance, with an R Square value of 0.315. This implies that approximately 31.5% of the variance in service performance can be explained by employee engagement. The Adjusted R Square (0.309) is slightly lower, indicating a stable model fit, with the remaining variance likely influenced by other factors not included in this model.

The ANOVA results in Table 4.6b test the overall significance of the regression model. The F-value (38.998) is substantial and statistically significant at  $p = 0.000$ , demonstrating that the model is a good fit and that employee engagement significantly affects service performance. The low p-value ( $p < 0.05$ ) leads to rejecting the null hypothesis, affirming a significant relationship between employee engagement and service performance in this context. Table 4.6c shows the regression coefficients, where the unstandardized coefficient for employee engagement ( $B = 0.368$ ) indicates a positive contribution to service performance. The standardized Beta (0.262) highlights a moderate effect size. The T-value (3.472) is also significant ( $p = 0.001$ ), supporting the positive influence of employee engagement on service performance.

In summary, the regression analysis across all tables substantiates that employee engagement has a significant, positive impact on the service performance of information practitioners in the studied banks. The findings suggest that enhancing employee engagement could play a substantial role in improving service delivery within these institutions.

**H<sub>02</sub>: There is no Significant Influence of Reward System on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.**

Table 4.7a, Table 4.7b, and Table 4.7c present the Summary of Regression Analysis on the Influence of Reward System on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.

**Table 4.7a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.608	0.370	0.364	0.165

b. Predictors: (Constant), Reward System

**Table 4.7b: ANOVA**

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	32.9214	1	32.92	53.876	.000 <sup>b</sup>
	Residual	121.6	199	0.611		
	Total	154.521	200			

a. Dependent Variable: Service Performance

b. Predictors: (Constant), Reward System

**Table 4.7c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	60.8	27.879		2.181	.000
	Reward System	0.611	0.349	0.262	1.751	.001

a. Dependent Variable: Service Performance

Tables 4.7a, 4.7b, and 4.7c presents the significant relationship between the reward system and the service performance of information practitioners in deposit money banks in Lagos

State, Nigeria. The findings offer insights into the model's effectiveness and the statistical significance of the relationship between the reward system and service performance.

The Model Summary in Table 4.7a reveals an R-value of 0.608, indicating a moderate positive correlation between the reward system and service performance among information practitioners. The R-Square value of 0.370 suggests that approximately 37% of the variance in service performance can be explained by the reward system alone, while the remaining 63% may be attributed to other factors not included in the model. The adjusted R-Square of 0.364 reflects a slight adjustment for the number of predictors, confirming the model's adequacy and explaining a significant proportion of variance in service performance. The standard error of the estimate, 0.165, represents the standard deviation of the observed service performance values from the predicted values, suggesting moderate accuracy in the model's predictions.

Table 4.7b displays the results of the ANOVA test, which assesses the overall fit of the regression model. The regression model's Sum of Squares is 32.92, with one degree of freedom, and a Mean Square of 32.92. The model's F-statistic is 53.876, with a significance level (Sig.) of 0.000, which is below the conventional threshold of 0.05. This significant F-value indicates that the regression model explains a statistically significant amount of variance in service performance, allowing us to reject the null hypothesis that there is no significant influence of the reward system on service performance. The low significance value ( $p < 0.001$ ) further strengthens the claim of a substantial impact of the reward system on service performance in this context.

Table 4.7c presents the coefficients for the model, detailing the specific influence of the reward system on service performance. The constant (intercept) has a coefficient of 60.8, with a t-value of 2.181 and a significance of 0.000, suggesting that even without the effect of

the reward system, there is a baseline level of service performance. The coefficient for the reward system is 0.611, with a standard error of 0.349 and a t-value of 1.751. The standardized Beta value of 0.262 indicates the strength of the reward system's influence, showing that it is a meaningful predictor of service performance. The p-value of 0.001 for the reward system confirms this predictor's statistical significance, suggesting that an increase in the reward system positively influences the service performance of information practitioners.

In conclusion, the regression analysis provides substantial evidence that the reward system significantly influences service performance among information practitioners in deposit money banks in Lagos State, Nigeria. With significant model parameters and robust statistical support, these findings underscore the importance of an effective reward system in enhancing service performance, leading to a rejection of the null hypothesis (H02) in this study.

**H<sub>03</sub>: There is no Significant Combined Influence of Employee Engagement and Reward System on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.**

Table 4.8a, Table 4.8b, and Table 4.8c present the Summary of Regression Analysis on the Combined Influence of Employee Engagement and Reward System on Service Performance of Information Practitioners in Deposit Money Banks, Lagos State, Nigeria.

**Table 4.8a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.716	0.513	0.507	0.308

c. Predictors: (Constant), Employee Engagement and Reward System

**Table 4.8b: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.0683	2	30.53	42.219	.000 <sup>b</sup>
	Residual	143.2	198	0.723		
	Total	204.268	200			

a. Dependent Variable: Service Performance

b. Predictors: (Constant), Employee Engagement and Reward System

**Table 4.8c: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	16.823	13.711		1.227	0.01
	Employee Engagement	0.723	0.592	0.131	1.221	0.00
	Reward System	0.426	0.164	0.262	2.593	0.01

a. Dependent Variable: Service Performance

The regression analysis of Hypothesis 3 (H03) was conducted to examine the combined influence of employee engagement and the reward system on the service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The results are detailed in Tables 4.8a, 4.8b, and 4.8c, which reveal insights into the strength and significance of the combined effect of these variables on service performance.

Table 4.8a displays the model summary, providing an R-value of 0.716, which indicates a strong positive correlation between the combined factors (employee engagement and reward system) and service performance. The R-Square value is 0.513, signifying that approximately 51.3% of the variance in service performance can be explained by the combined influence of employee engagement and the reward system, leaving about 48.7% of the variance attributable to other factors not included in this model. The adjusted R-Square of 0.507 confirms the model's effectiveness in explaining the variance, accounting for the number of predictors in the equation. A standard error of the estimate of 0.308 indicates the average distance that the observed values fall from the regression line, demonstrating moderate prediction accuracy for this model.

Table 4.8b presents the ANOVA results, which assess the overall fit of the regression model. The regression sum of squares is 61.068, with two degrees of freedom, yielding a mean square of 30.53. The F-statistic value is 42.219, with a significance level of 0.000. This p-value (Sig.) being below 0.05 strongly indicates that the model significantly fits the data,

supporting the rejection of the null hypothesis (H03) that employee engagement and the reward system do not have a combined significant influence on service performance. The high F-value demonstrates that the predictors (employee engagement and reward system) meaningfully contribute to explaining variations in service performance.

Table 4.8c provides the coefficients for the individual predictors, showing the specific contributions of employee engagement and the reward system to the model. The constant term has an unstandardized coefficient of 16.823, with a t-value of 1.227 and a p-value of 0.01, implying that even in the absence of both predictors, there is a baseline level of service performance. For employee engagement, the unstandardized coefficient is 0.723, with a standard error of 0.592 and a standardized Beta of 0.131. Although this predictor has a significant influence ( $p = 0.00$ ), its Beta value indicates that employee engagement has a moderate effect size relative to the reward system. The reward system's unstandardized coefficient is 0.426, with a standard error of 0.164 and a Beta of 0.262. With a t-value of 2.593 and a p-value of 0.01, the reward system is a statistically significant predictor of service performance. The higher Beta value for the reward system compared to employee engagement suggests that the reward system has a stronger impact on service performance when both predictors are considered together.

In summary, the combined regression analysis provides substantial evidence that both employee engagement and the reward system significantly influence service performance among information practitioners in deposit money banks in Lagos State, Nigeria. The strong correlation and high model significance indicate that these factors contribute meaningfully to enhancing service performance. Consequently, the null hypothesis (H03) is rejected, confirming the combined impact of these factors on improving the service performance of information practitioners in the banking sector.

#### 4.4 Discussion of Findings

The aim of this study is to investigate employee engagement, reward system and service performance of information practitioners in deposit money banks in Lagos state, Nigeria. So, to achieve this aim, the researcher raised three research questions and hypotheses respectively.

The research question one assessed the level of service performance of information practitioners in deposit money banks, Lagos State, Nigeria. The outcome of the research question grand mean was 1.90. This implies that most of the employees captured in this study revealed that the service performance of information practitioners is greatly influenced negatively by various measures such as reliability, empathy, and responsiveness. The findings of high employee engagement among information practitioners in deposit money banks, characterized by commitment, trust, reciprocity, and power balance, align with several scholars in the literature. In line with this finding, a study highlighted the influence of organisational culture and employee engagement on job performance, noting that engagement, fueled by job satisfaction, positively affects performance outcomes<sup>1</sup>. Similarly, another scholar emphasized optimal contextual and task performance in offshore processing organisations, reinforcing the role of a supportive work environment in fostering employee engagement and productivity<sup>2</sup>.

The research question two aimed to assess the level of employee engagement among information practitioners in deposit money banks in Lagos State, Nigeria. Employee engagement, a crucial factor in organisational success, encompasses the extent to which employees are committed to their organisation, feel trust in their workplace, engage in reciprocal positive behaviours, and perceive a balance of power in their work relationships. This section delves into the detailed findings and their implications for understanding employee engagement in this context. The analysis of employee engagement levels revealed that a substantial proportion of respondents reported high levels of engagement. This was

reflected in various dimensions such as commitment, trust, reciprocity, and power dynamics within the organisation. For instance, many practitioners expressed a strong sense of commitment to their roles, indicating a deep emotional and intellectual connection with their work. This high level of commitment often translates into enhanced productivity, as employees who are emotionally invested in their work are more likely to exert extra effort to achieve organisational goals.

Moreover, trust emerged as a significant component of engagement among the information practitioners surveyed. Trust in leadership and in the organisation's policies and procedures plays a critical role in fostering a positive work environment. Employees who trust their leaders are more likely to be open to communication, more cooperative, and more willing to go above and beyond in their roles. This trust also encourages a culture of transparency and accountability, which is essential for the effective functioning of any organisation. Reciprocity, another key dimension of employee engagement, was also prominently reported. The concept of reciprocity in the workplace involves mutual give-and-take relationships, where employees and employers support each other's needs and expectations. Information practitioners in the surveyed banks reported feeling that their contributions were recognized and valued, which in turn motivated them to maintain or even increase their level of engagement. When employees feel that their efforts are reciprocated with recognition, opportunities for advancement, or other forms of appreciation, they are more likely to remain engaged and committed to their organisation.

The balance of power within the workplace was the final dimension explored in this study. A healthy balance of power is characterized by employees feeling empowered to voice their opinions, participate in decision-making processes, and take initiative in their roles. The findings suggested that information practitioners felt a moderate level of empowerment, which positively influenced their engagement levels. However, some respondents indicated

that there were occasional imbalances in power dynamics, which could potentially hinder full engagement. Ensuring that employees feel empowered and that their voices are heard is crucial for sustaining high engagement levels. The findings of this study are consistent with existing literature on employee engagement. For instance, a researcher's seminal work on engagement emphasised the importance of psychological conditions such as meaningfulness, safety, and availability, which align with the dimensions of commitment, trust, reciprocity, and power explored in this study<sup>3</sup>. Additionally, Scholar highlighted the role of organisational support and resources in fostering engagement, which corresponds with the respondents' perceptions of reciprocity and empowerment in this study<sup>4</sup>.

The consistency between this study's findings and established theories of engagement underscores the universal importance of these dimensions in driving employee engagement across different sectors and regions. However, this study also contributes to the literature by providing specific insights into the banking sector in Lagos State, Nigeria, a context that may have unique cultural and economic factors influencing engagement. In conclusion, the high levels of employee engagement reported among information practitioners in deposit money banks in Lagos State are indicative of a generally positive work environment where commitment, trust, reciprocity, and power dynamics are well-managed. These findings highlight the critical role that engagement plays in organisational success, particularly in industries like banking, where employee performance directly impacts customer satisfaction and financial outcomes. Bank management should continue to nurture these positive aspects of engagement while addressing any areas where improvements can be made to ensure sustained employee engagement and, consequently, organisational success.

The research question three sought to determine the level of reward systems among information practitioners in deposit money banks in Lagos State, Nigeria. Reward systems are critical in motivating employees, enhancing job satisfaction, and promoting overall

organisational performance. This section explores the findings related to the reward systems in place and discusses their implications for employee motivation and retention. The findings indicated that the reward systems among information practitioners in the surveyed banks were perceived as moderate. Several aspects of the reward system were examined, including salary packages, promotion opportunities, and appreciation/recognition practices. The responses varied significantly across these dimensions, reflecting both strengths and areas for improvement in the current reward systems. Salary packages, a fundamental component of any reward system, received mixed reviews. While many respondents reported that their salaries were paid on time and were generally in line with industry standards, there were concerns about the frequency and transparency of salary reviews<sup>5</sup>.

Hypothesis One: Influence of Employee Engagement on Service Performance. There will be no significant influence of employee engagement (commitment, trust, reciprocity, and power) on service performance of information practitioners in deposit money banks in Lagos State, Nigeria. The analysis of the relationship between employee engagement and service performance among information practitioners in deposit money banks in Lagos State, Nigeria, yielded significant findings. Contrary to the null hypothesis (H01), which posited no significant influence of employee engagement on service performance, the regression analysis revealed a statistically significant positive relationship between the two variables. The results showed that employee engagement significantly predicts service performance, with a regression coefficient (B) of 0.368 and a standardized coefficient (Beta) of 0.262. This indicates that as employee engagement increases, service performance also tends to increase. Furthermore, the model's R-square value (0.315) and adjusted R-square value (0.309) suggest that approximately 31% of the variance in service performance can be explained by employee engagement. The F-statistic (38.998) and associated p-value (0.000) confirm the statistical significance of the relationship at the 0.001 level. These findings underscore the critical role

employee engagement plays in driving service excellence in the banking sector. By prioritizing employee engagement, banks can enhance service performance, leading to improved customer satisfaction and loyalty.

The study's results align with existing literature, which emphasizes the positive impact of employee engagement on organisational outcomes. Employee engagement is a critical driver of service performance, as it fosters a sense of ownership, motivation, and commitment among employees. When employees are engaged, they are more likely to provide high-quality services, leading to increased customer satisfaction and loyalty. In practical terms, the findings suggest that banks should invest in employee engagement strategies to improve service performance. This can include regular employee engagement surveys, targeted training and development programs, and recognition and reward systems. By doing so, banks can create a positive work environment that encourages employee engagement and ultimately drives service excellence.

The study provides empirical evidence supporting the significant influence of employee engagement on service performance among information practitioners in deposit money banks in Lagos State, Nigeria. The findings have implications for bank managers and policymakers, highlighting the need to prioritize employee engagement as a strategic imperative for driving service excellence. This could imply that when employees frequently share challenges, it may indicate underlying issues within the work environment that hinder their ability to perform effectively<sup>6</sup>.

Similarly, research question two that tested the relationship between reward system and service performance of information practitioners in deposit money banks, Lagos State. The analysis of the relationship between reward system and service performance among information practitioners in deposit money banks in Lagos State, Nigeria, yielded significant

findings. Contrary to the null hypothesis (H02), which posited no significant influence of reward system on service performance, the regression analysis revealed a statistically significant positive relationship between the two variables. The results showed that reward system significantly predicts service performance, with a regression coefficient (B) of 0.611 and a standardized coefficient (Beta) of 0.262. This indicates that as the reward system improves, service performance also tends to increase. Furthermore, the model's R-square value (0.370) and adjusted R-square value (0.364) suggest that approximately 37% of the variance in service performance can be explained by the reward system. The F-statistic (53.876) and associated p-value (0.000) confirm the statistical significance of the relationship at the 0.001 level. These findings underscore the critical role reward systems play in driving service excellence in the banking sector. By providing fair and competitive rewards, banks can motivate information practitioners to deliver exceptional services, leading to improved customer satisfaction and loyalty.

The study's findings align with existing literature, which emphasizes the positive impact of reward systems on employee motivation and performance. Reward systems can enhance job satisfaction, reduce turnover intentions, and promote organisational commitment. In the context of deposit money banks, reward systems can encourage information practitioners to provide high-quality services, leading to increased customer loyalty and retention. In practical terms, the findings suggest that banks should prioritize implementing effective reward systems to enhance service performance. This can include monetary incentives, recognition programs, and career development opportunities. By doing so, banks can create a motivating work environment that encourages information practitioners to deliver exceptional services. The study's results have implications for bank managers and policymakers, highlighting the need to recognize the importance of reward systems in driving service excellence. By investing in reward systems, banks can improve service performance, increase

customer satisfaction, and maintain a competitive edge in the banking industry. Finally, the study provides empirical evidence supporting the significant influence of reward system on service performance among information practitioners in deposit money banks in Lagos State, Nigeria. The findings have practical implications for bank managers and policymakers, emphasizing the need to prioritize reward systems as a strategic imperative for driving service excellence.

These findings align with previous research that highlights the complex nature of reward systems and their impact on performance. While rewards are generally associated with increased motivation and job performance, their effectiveness largely depends on how they are perceived by employees. When rewards are seen as equitable and aligned with employees' contributions, they tend to enhance performance. However, if they are viewed as unfair or inadequate, they can lead to demotivation and decreased performance. The rejection of the null hypothesis underscores the significance of carefully designing and implementing reward systems to ensure they positively influence employee performance. The findings suggest that deposit money banks in Lagos State should consider not only the presence of reward systems but also how these systems are perceived and their impact on employees' work environment and stress levels. This nuanced approach could help in maximizing the positive effects of reward systems on service performance<sup>7</sup>.

The third hypothesis aimed to explore whether the combined effect of employee engagement and reward systems significantly influences the service performance of information practitioners in deposit money banks in Lagos State. The results of the regression analysis provide a detailed insight into this relationship. The model summary reveals a strong R value of 0.719, indicating a robust correlation between the combined predictors—employee engagement and reward systems—and service performance. The R Square value of 0.516 implies that approximately 51.6% of the variance in service performance can be attributed to

the combined effect of employee engagement and reward systems. This significant proportion demonstrates that these factors are crucial determinants of how well information practitioners perform their duties in deposit money banks. The ANOVA results reinforce the significance of this model, with an F-value of 105.209 and a p-value of 0.000. The p-value, being well below the 0.05 threshold, confirms that the combined influence of employee engagement and reward systems on service performance is statistically significant. This finding enables us to confidently reject the null hypothesis, affirming that these factors do indeed play a critical role in shaping the service performance of employees.

Analyzing the coefficients provides deeper insights into the relationship between these variables and service performance. The standardized coefficients reveal that the variable “I prefer to stay loyal to the organisation because of the investment in me” has a substantial negative impact on service performance (Beta = -0.635, p = 0.000). This suggests that while loyalty and a sense of being valued by the organisation are generally positive factors, in this context, they might be associated with increased expectations or pressures that negatively affect service performance<sup>8</sup>.

Similarly, the variable “Promotion of staff is reviewed periodically every financial year” also shows a significant negative impact on service performance (Beta = -0.147, p = 0.011). This finding suggests that regular promotional reviews, while intended to motivate employees, might in some cases contribute to stress or dissatisfaction, particularly if the promotion processes are perceived as unfair or not reflective of employees' actual contributions. The negative relationships observed in these predictors indicate a complex dynamic at play. While both employee engagement and reward systems are critical for motivating employees and enhancing their performance, their effectiveness largely depends on how they are perceived by the employees. If these systems are viewed as equitable and supportive, they tend to

enhance performance. However, if they are perceived as unfair or overly demanding, they can lead to decreased motivation and subsequently lower performance levels.

This discussion aligns with existing research, which highlights the intricate nature of employee engagement and reward systems. Both factors are pivotal in driving employee performance, but their successful implementation requires careful consideration of employees' perceptions and the organisational context. When employees feel genuinely valued and believe that their contributions are fairly rewarded, their performance is likely to improve. Conversely, if these systems are perceived as merely procedural or inequitable, they may fail to motivate and could even demotivate employees<sup>9</sup>. The rejection of the null hypothesis underscores the importance of integrating employee engagement strategies with well-structured reward systems to optimize service performance. For deposit money banks in Lagos State, this finding suggests that management should focus not just on the presence of these systems but also on ensuring they are perceived positively by employees. This approach could lead to a more motivated workforce and improved overall performance.

## Endnote

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## **Chapter Five**

### **Conclusion**

This chapter presents and discusses the summary of findings, conclusion, and provides useful recommendations, contributions to knowledge, and suggestions for further studies.

#### **5.1 Summary of Findings**

The primary aim of this study was to investigate the relationship between employee engagement, reward systems, and service performance among information practitioners in deposit money banks in Lagos State, Nigeria. The research was structured into five chapters to comprehensively address this objective. Chapter one laid the foundation by discussing the significance of employee engagement and reward systems in improving the service performance of information practitioners in these banks. The literature review revealed that effective employee engagement and reward systems are crucial for enhancing performance in deposit money banks. Previous studies have consistently shown that when banks implement strong engagement strategies and equitable reward systems, the performance of information practitioners improves significantly. Despite the existing body of research, there remains a need for more focused investigations within the context of Lagos State's banking sector to address specific local challenges and opportunities.

The data collected for this study were meticulously sorted, coded, and analyzed to determine the statistical significance of employee engagement and reward systems on service performance. The analysis led to the following key findings:

- i. **Employee Engagement Levels:** The study found that employee engagement among information practitioners is generally high, particularly in terms of commitment and trust. Employees showed a strong commitment to staying with their organisation due to recognition and promotions, although there is room for improvement in loyalty

related to long-term investment in their careers. Trust in management is also high, but there are variations in how secure employees feel about sharing work-related challenges.

- ii. **Reward Systems:** The effectiveness of reward systems was assessed through various components such as salary packages, promotions, and recognition. Salary packages are closely tied to employee satisfaction, with timely salary payments being highly valued. Promotion practices, including periodic reviews and acknowledgment of exemplary performance, were positively received. However, the study highlighted inconsistencies in reward systems, indicating a need for improvements in upward salary reviews and overtime compensation.
- iii. **Impact of Employee Engagement and Reward Systems on Service Performance:** The findings reveal that employee engagement factors, particularly trust and commitment, significantly impact service performance. High levels of engagement correlate with better service delivery, underscoring the importance of maintaining strong engagement practices. Reward systems, including promotions and loyalty incentives, also play a crucial role in influencing service performance, suggesting that aligning reward strategies with employee expectations can enhance overall performance.
- iv. **Overall Influence:** The combined effects of employee engagement and reward systems are substantial, demonstrating that both factors collectively contribute to improved service performance in deposit money banks. Enhancing these areas can lead to higher employee satisfaction and better service outcomes.

The research confirms that effective employee engagement and reward systems are essential for optimizing service performance among information practitioners in deposit money banks. While the current practices show positive results, targeted improvements in specific areas could further enhance performance and employee satisfaction.

## 5.2 Conclusion

This study aimed to investigate the relationship between employee engagement, reward systems, and service performance among information practitioners in deposit money banks in Lagos State, Nigeria. The analysis has led to several key conclusions. First, the study's findings suggest that while deposit money banks in Lagos State have some reward systems in place, there is room for improvement. Specifically, banks should prioritize standardizing salary packages, promoting based on performance, and formalizing appreciation/recognition programs. By addressing these areas, banks can enhance employee satisfaction, motivation, and overall performance.

Secondly, the findings reveal that employee engagement among information practitioners is generally high. Employees show strong commitment to their organisations, which is driven by factors such as recognition, promotions, and personal investment in their roles. While trust in management is also high, there are areas where employees feel less secure, particularly regarding sharing work-related challenges. This indicates that, despite the positive levels of engagement, there is room to improve trust and communication between employees and management to create a more supportive work environment.

Thirdly, the study underscores the importance of reward systems in employee satisfaction and performance. Effective reward mechanisms, including timely salary payments, fair promotions, and recognition for exemplary performance, are positively linked to higher employee satisfaction. However, inconsistencies in salary reviews and overtime compensation were noted, suggesting that addressing these discrepancies could further enhance employee morale and performance. The research also confirms that both employee engagement and reward systems have a significant impact on service performance. High levels of engagement lead to better service delivery, highlighting the importance of robust

engagement practices. Similarly, well-structured reward systems contribute to improved service performance by aligning employee expectations with organisational goals. The study emphasizes that combining effective engagement strategies with equitable reward systems is crucial for achieving superior service performance.

Finally, this research affirms the crucial role of employee engagement and reward systems in shaping the service performance of information practitioners in deposit money banks. By focusing on enhancing these areas, banks can improve both employee satisfaction and service quality, leading to better organisational outcomes.

### **5.3 Recommendations**

Based on the findings of this study's objectives and the conclusion, the researcher recommended that:

- i. The banks' management should conduct regular salary reviews to ensure standardization and competitiveness.
- ii. Management should develop transparent promotion policies based on performance and achievements.
- iii. They should establish formal recognition and appreciation programs and provide timely and regular feedback to employees.
- iv. Management should develop and implement tailored employee engagement and reward systems.
- v. Management should regularly review and adjust these systems to ensure alignment with organisational goals.
- vi. Management should communicate the importance of employee engagement and reward systems to employees.

#### **5.4 Contributions to Knowledge**

This study makes several significant contributions to the field of employee engagement, reward systems, and service performance in the context of deposit money banks in Lagos State, Nigeria.

Firstly, it offers detailed insights into the levels of employee engagement and reward systems among information practitioners in these banks, emphasizing factors such as commitment, trust, reciprocity, and power. These insights enhance our understanding of how these elements impact organisational effectiveness and service performance. The research provides empirical evidence that illustrates how employee engagement and reward systems influence service performance, confirming their critical role in improving service quality and operational efficiency. This evidence is particularly relevant for banks aiming to boost customer satisfaction and performance.

Additionally, the study identifies specific factors within employee engagement and reward systems that significantly affect service performance. For instance, aspects like recognition, timely salary payments, and opportunities for professional growth are shown to be crucial for enhancing employee satisfaction and performance. By focusing on deposit money banks in Lagos State, Nigeria, the research offers context-specific insights that address the unique challenges and opportunities of the region. This localized perspective adds valuable depth to the literature, which often lacks such regional specificity.

The study also provides practical recommendations for banks to enhance their employee engagement and reward systems. These recommendations are based on empirical findings and offer actionable strategies for improving both employee satisfaction and service performance. Moreover, the research contributes to existing literature by adding new data and

insights from the Nigerian banking sector, filling gaps related to the impact of engagement and reward systems on service performance, especially in a developing country context.

Finally, the study offers a framework for future research in this area, suggesting that researchers explore additional variables, different sectors, or longitudinal studies to further understand how engagement and reward systems evolve and their long-term effects on organisational performance. Overall, the study advances knowledge in human resource management and organisational behaviour by providing empirical evidence and practical insights into how employee engagement and reward systems influence service performance in deposit money banks.

### **5.5 Suggestions for Further Studies**

While this study provides valuable insights into employee engagement, reward systems, and service performance in deposit money banks in Lagos State, Nigeria, it is suggested that future studies should cover:

1. Longitudinal research to examine the long-term effects of employee engagement and reward systems on service performance.
2. The comparative studies across various sectors within the financial industry to identify sector-specific trends and best practices.
3. An investigation of the influence of technological advancements on employee engagement and reward systems.
4. The assessment on how cultural and regional factors shape employee engagement and reward systems.
5. The exploration of the relationship between employee engagement and other organisational outcomes, such as customer satisfaction, financial performance, and employee turnover.

6. An investigation on how different employee demographics (such as age, gender, educational background) influence perceptions of engagement and reward systems.
7. An in-depth understanding of how engagement and reward initiatives impact performance over time.

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- Human Resources Department of Union Bank Plc, *Number of Staff.* Human Resource, 2024

Human Resources Department of Wema Bank Plc, *Number of Staff*. Human Resource, 2024

Human Resources Department of Zenith Bank Plc, *Number of Staff*. Human Resource, 2024

### **Theses**

Acharya, B. *Impact of reward management system on employee motivation at Merojob.com Kathmandu*. Unpublished Master Thesis, Tribhuvan University, Nepal, 2021.

Mensah, F. *Effects of motivational factors on employee performance: A study of Kakum Rural Bank Limited* (Doctoral Dissertation, University of Cape Coast), 2013.

Wabomba, E. A. *The effect of employee involvement on performance in commercial banks in Nairobi County, Kenya* (Doctoral Dissertation, KCA University), 2021.

### **Internets Sources**

Bellingham, R. *Job satisfaction survey*, Wellness Council of America (WELCOA), Absolute Advantage, 3(5), 2011. <https://www.welcoa.org/resources/job-satisfaction-survey/>

**Appendix I**  
**Lead City University, Ibadan**  
**Faculty of Communication and Information Sciences (FCIS)**  
**Department of Information Management**

Dear Respondent,

I am a master's student of the above-named institution gathering data for the purpose of academic research on the topic "employee engagement, reward system and service performance of information practitioners in deposit money banks in Lagos State. To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Researcher

**Section A: Demographic Information**

Gender: Male (  ), Female (  )

Age: 20-24 (  ), 25-29(  ), 30-34(  ), 35-44(  ) 44-49(  ), 50 and above (  )

Educational level: NCE (  ) National Diploma (  ) Higher National Diploma (  ) Bachelor's degree (  ) Master's degree (  ) Ph.D. (  ).

Years of experience: 5 – 10 (  ), 11 – 15 (  ), 16-20 (  ), 21-25 (  ), 26-30 (  )

## Section B: Level of Service Performance of Information Practitioners in Deposit Money

### Banks in Lagos State, Nigeria

The statement in this section concerns Service Performance as observed by Information Practitioners in Deposit Money Banks in Lagos State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on level of service performance in your department.

**Very High = VH, High = H, Low = L, Very Low = VL**

S/N	Please indicate your level of agreement with the following	VH 4	H 3	L 2	VL 1
<b>Reliability</b>					
1	Transactions are accurate				
2	Transactions are reliable				
3	Staff at my bank perform services at the right time				
4	Good feedback system are provided for customers				
<b>Empathy</b>					
5	There is individual interaction between service front liners and customers.				
6	Staff attention is personalized				
7	There is always availability of service people				
8	There is service contract options				
<b>Responsiveness</b>					
9	Electronic banking services are faster than in-branch banking				
10	Banking services provides easy access for banking transactions				
11	Staff handle complaints quickly				
12	Staff attend to customers' requests warmly				
13	Online customer care is available 24/7				

**Section C: Level of Employee Engagement of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**

The statement in this section is concerned with employee engagement as observed by Information Practitioners in Deposit Money Banks in Lagos State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on employee engagement of your department.

Very High = VH, High = H, Low = L, Very Low = VL

S/N	Please indicate your level of agreement with the following	VH 4	H 3	L 2	VL 1
<b>Commitment</b>					
1	I want to stay in this organisation because of the recognition and promotions that I receive.				
2	I feel it is unethical to switch jobs only for benefits				
3	I prefer to stay loyal to the organisation because of the investment in me.				
4	I would be very happy to spend the rest of my career with this organisation				
5	My commitment to the organisation has led to high productivity.				
<b>Trust</b>					
6	I am certain that my immediate boss will not take any decision to tarnish the image of this organisation.				
7	I can rely on the management to keep their promises.				
8	I feel secured in facing unknown new situation.				
9	I feel comfortable sharing work challenges with my boss.				
<b>Reciprocity</b>					
10.	There is short term incentive pays for small assignments given outside the main work				
11	Employees are compensated appropriately for job achievement				

12	Salary is given in accordance to employees' responsibilities				
13	The management put preference on rewarding employee's effort				
<b>Power</b>					
14	Constructive opinions are welcome to move the organisation forward				
15	Employees' decision is given consideration during meeting				
16	The level of respect and appreciation when job is well executed				

**Section D: Various Reward System Available to Information Practitioners in Deposit Money Banks in Lagos State, Nigeria**

The statement in this section concerns Reward System of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria. Using the four-point Likert Scale provided below. Please tick the appropriate choice that indicates your opinion.

Very High = VH, High = H, Low = L, Very Low = VL

S/N	Please indicate your level of agreement with the following	VH	H	L	VL
		4	3	2	1
<b>Salary Package</b>					
1	Upward review of staff salaries periodically based on performance				
2	Staff are paid overtime for closing late at work				
3	My salary is always paid on time				
4	The salary received is based on standard				
<b>Promotion</b>					
5	The organisation acknowledges and appreciate exemplary employees by providing promotions				
6	The promotional reward structure is applicable to all staff				

7	Promotion is awarded based on years of work and achievements				
8	Promotion of staff is reviewed periodically every financial year.				
<b>Appreciation/Recognition</b>					
9	The organisation acknowledges exemplary employees by giving gifts.				
10	Exemplary employees are awarded certificates and their names are displayed on the notice board				
11	Verbal praises are offered for exemplary performance in my organisation				
12	There is a reward for appreciation				

Thank you.

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## Bio - data

### A. Personal Data

- **Full Name:** Oluwakemi Rebecca BAMIDELE,
- **Address:** 16, Ifelodun Street, off Akilo Road  
Agege, Lagos,
- **Email address:** [oluwakemi.adeyeri@gmail.com](mailto:oluwakemi.adeyeri@gmail.com)  
[oluwakemi.bamidele@accessbankplc.com](mailto:oluwakemi.bamidele@accessbankplc.com)
- **Phone Number:** 08033098931
- **Date and Place of Birth:** 31st August 1980, Lagos
- **Nationality:** Nigerian
- **Marital Status:** Married
- **Name and Address of Next of Kin:** Mr. Olusola W. Bamidele (Address as above)

### B. Educational Background

- Government Primary School, Owo, Ondo. (1990 – Primary Leaving Certificate)
- St. Louis Girls' Grammar School, Owo, Ondo (1996 – S.S.C.E)
- Ondo State Polytechnic, Owo, Ondo (now Rufus Giwa) – (1999 - OND - Secretarial Studies)
- Yaba Tech Consult - Yaba College of Tech. Lagos - (2000 - Un cour de la langue Francaise)
- The Nigerian French Language Village, Ajara - Badagry (2001 - Certificate in French Language)
- Yaba College of Technology, Lagos ((2002 - HND - Secretarial Studies, Bilingual Option)
- Lead City University, Ibadan – B. Sc. (2021)
- Lead City University, Ibadan –M. Sc. (2024)

### C. Work Experience: With Dates

#### Access Bank Plc, Lagos

##### Customer Care Officer (Retail Operations Group)

2019 - till date

- Handling customer inquiries/requests
- Resolving customer complaint and offering prompt resolution
- Providing Product/Service information
- Escalating Issues complex issues and collaborating with other team
- Maintaining and updating customers records and information
- Processing customers transactions

##### Branch Admin/Secretary (Retail Operations Group)

2018 - 2019

##### Key Performance Areas:

- Providing administrative/Secretarial supports
- Facility and Fleet Management
- Customer service delivery
- Sale of Bank products
- Files, Mail, Stocks and Inventory Management
- General Office Management

**Diamond Bank Plc, Lagos**  
**Branch Admin/Secretary**

2006 - 2018

Key Performance Areas:

- Providing administrative/Secretarial supports
- Facility and Fleet Management
- Customer service delivery
- Sale of Bank products
- Files, Mail, Stocks and Inventory Management
- General Office Management

**Literamed Publications Nig. Ltd**  
**Personal Assistant to the Vice – Chairma**

**Plot 45, Alausa, Oregun, Lagos**

2004 – 2006

Key Performance Areas:

- Providing Administrative and Secretarial supports
- Office and Records Management
- Mail,files, stocks and inventory management
- Maintaining and management of Company’s website
- Assisting/Conducting interview for new employees
- Receiving and entertaining visitors
- Organizing in-house training and preparing training manual/slides
- Handling activities before, during and after the meetings

**Federal Girls College**  
**Teacher - NYSC**

**Mongunu, Maiduguri, Borno State**

2004

- Teaching of French Language
- Counselling of student to student
- Supervising school examinations

**Chrisland Organisation Ltd**  
**Secretary/Receptionist**

**28, Opebi Ikeja, Awosika Bustop, Lagos**

1996 – 1998

(In charge of writing/typing letters, attending to visitors, keeping and retrieving of files etc)

**D) Membership of Academic Professional Bodies**

- Chartered Institute of Personnel Management - CIPM (Associate Member)
- National Institute of Office Administrators and Information Managers – NIOAIM - (Professional Member)
- Institute of Personnel Management - IPM – (Member)

**E) Publications:**

**Thesis/Dissertation**

- Impact of Human Resource Management Practices on Organisational Development in Lead City University, Ibadan, Oyo State (BSc)

- Employee Engagement, Reward System and Service Performance of Information Practitioners in Deposit Money Banks in Lagos State, Nigeria (M. Sc.)

#### **F) Major Conferences/Workshops Attended**

Webinar Series II on Innovation in Information and Knowledge Management In the Era of Fourth Industrial Revolution

A 2 Day Training Workshop on Contemporary Management Skills Development & Effectiveness

#### **1. Services Outside the University (Local, State or National or International):**

- Secretary, Welfare and Planning Committee – Gospel Apostolic Church, Lagos

**G) Extra-Curricular Activities:** Reading, Singing, and Cooking

#### **TRAINING AND COURSES ATTENDED:**

- **E-learning Course on Conflict Management and Resolution** August, 2024
- **E-learning Course on General Data Protection Regulation (GDPR)** July, 2023
- **E-learning course on Personal Mgt. For Personal & Professional Productivity** September, 2021
- **E-learning Course on The Fundamentals of Digital Marketing** August 02, 2020
- **E-learning Course on 2018 AML/CFT E-Learning** September, 2018
- **E-learning Course on Fraud Management** September, 2018
- **E-learning Course on Ebola Awareness** September, 2018
- **Information and Record keeping workshop** 2018  
(ITF training center Elephant house, Broad Street, Lagos Island)
- **Fleetman Operational System** 2008  
(Diamond Head Office Admin Unit) Victoria Island, Lagos
- **Practical Demonstration of New Mailing Structure** 2009  
(Diamond Bank Training School Apapa, Lagos State)
- **First Aid, Wellness and Occupational Safety** 2015

#### **I) Names and Addresses of Referees**

- i) **Mr. Robinson Ubani**  
The Branch Manager  
Access Bank Plc

Plot E. Ziatech Road, Oregun  
Lagos.

- ii) **Mrs. Adelola Adefowo**  
Customer Experience Group  
Access Bank Plc, Lagos

**K)** \_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature**

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### **The University Compliance Certification**

This is to certify that this thesis by Oluwakemi Rebecca BAMIDELE with Matric No. LCU/PG/003241 in the Department of Information Management, Lead City University, Ibadan, is in full compliance with the approved university format and style.

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**Signature**

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**Date**

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