



JOB DEDICATION OF BANKERS: A PREDICTIVE STUDY OF ORGANIZATIONAL CULTURE, JOB SECURITY AND EMPLOYEE EMPOWERMENT IN AWKA, ANAMBRA STATE

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Abstract

Lack of workers dedication to assigned responsibilities has become the bane of industrial and organizational decay in contemporary times. Consequently, the need to understand its determinants in the workplace especially the banking sector. The present study explored organizational culture, job security and employee empowerment as likely predictors of job dedication among bankers. The researchers employed 177 participants from six different banks in Awka. The participants were selected through simple random sampling. 91 (51.4%) of the participants were males while 86 (48.6%) were females. The ages of the participants ranged from 22 to 54 years with a mean age of 31.79 and standard deviation of 7.81. Four instruments were used in the study. They include, 16 item scale on organizational culture, 7 item job security scale, 14 item job dedication scale and 12 item scale on employee empowerment. The design adopted was correlational design, while regression statistics was used for data analysis. The result showed that the first hypothesis which stated that there will be a significant relationship between organizational culture and job dedication was rejected at $\beta = -.11$; $t = -1.56$, $P > .05$ level of significance. In contrast, the second hypothesis which stated that there will be a significant relationship between job security and job dedication was confirmed at $\beta = .87$; $t = 5.99$, $P < .05$ level of significance. The result showed that the third hypothesis which stated that there will be a significant relationship between employee empowerment and job dedication was confirmed at $\beta = .16$; $t = 2.33$, $P < .05$ level of significance. Findings were discussed and it was recommended that measures be put in place in the banking sector to ensure policies that will promote bankers feeling of security and possible empowerment programs to boost dedication.

Keywords: Job Dedication, Organisational Culture, Job Security, Employee Empowerment.

INTRODUCTION

Background to the Study

The centrality of the workforce in organizational performance and productivity cannot be over emphasized. Workers in every organization constitute the oil that lubricates production factors in an organization (Ogunyemi, 2007). This is with credence to the submission of Mills and Konya (2019) that expansion and profitability achieved by any organization can only be sustained through performance of dedicated workers to their job. Unfortunately, Nigerian organizations have witnessed reoccurring incidents of organizations winding up, businesses closed and workers appointment terminated on the grounds of non productivity due to workers lack of dedication to duties. The banking sector in Nigeria have also experienced liquidations, downsizing, restructuring ,mergers and acquisition recently in the form of reforms which has seen workers relieved of their duties on alleged account of non dedication to duties, (Akinyemi, 2014). This unassumingly presents the need for worker dedication to duties to be explored with a view to determining possible predictors in the workplace.

Newstrom and DAVIS (2002) defined employee dedication as the degree to which an employee identifies with the organization and wants to continue actively participating in it. It is a measure of the employees' willingness to remain with a firm in the future just like a strong magnetic force attracts one metallic object to



another. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment and intentions to continue working there (Nodorol, 2008). Employees' dedication and its importance is quite evident if one considers prior research into the relationship between dedication and job satisfaction (Coetzee, Shreuder & Tladinyane, 2007), workplace justice (Moorman, 1991), trust in and loyalty to the leader (Deluya, 1994) and perceptions of supervisors' fairness (Niehoff & Moorman, 1993). All these have made dedication in the recent time to emerge as promising and contemporary areas of research in organizational psychology and personnel development (Adebayo, 2006)

The strong connection of job dedication with predictor variables can be best understood with the theoretical framework of O'Reilly and Chatman (1986). They defined dedication as the extent to which the individual internalizes or adopts the characteristics or perspectives of the organization. The model view dedication as the basis for one's psychological attachment to organization. O'Reilly and Chatman (1986) believed that dedication/compliance occurred when the attitudes and beliefs of an organizational were adopted by an individual to gain specific rewards. Identification occurred when an individual respects the beliefs and values of the

organizational without adopting them as their own. Internalization occurred when the attitudes and beliefs of an organization are the same as the individual. The need for factors that will enhance the dedication of employees to their career and organizations cannot be over-emphasized because they plausibly determine employees' efficiency and efficacy. High productivity and performance of most organizations cannot be realized without employees' dedication. Therefore, the present study determined if some organizational factors like organizational culture, job security and employee empowerment are among the predictors of job dedication of bankers.

Culture is a set of values, beliefs, common understanding, thinking and norms for behavior that are shared by all members of a society (Arifin,2014). Organizational culture can be defined as the similarity in perception, perspective, value, and behavior that are believed, studied, applied, and developed simultaneously by all of the organization members resulting in an organization identity (Kreitner & Kinicki, 2006). Organizational culture is a set of values, believes, understandings and thinking methods that are common among members of organization and new members follow them as accurate methods of doing work and thinking. If members of an organization are unfamiliar with their own organizational culture, they will be unable to understand the nature of their organization and the aims that the organization seeks to achieve. On the other hand, they cannot learn how to behave



within the system. Strength and integration of organizational culture shows hidden orders of behavior to employees and members to inform them of organization objectives and their responsibilities, (Kreitner & Kinicki, 2006).

The study by Bahrol-olum (1999) found that the organizational culture can increase and improve job satisfaction of experts. The study concluded that there is a positive and meaningful relation between organizational culture and job satisfaction. If organizational culture is appropriate, job satisfaction of employees will be increased.

The study also explored job security as a likely antecedent to job dedication. Job security is defined as one's expectations about continuity in a job situation (Davy, Kinicki, & Scheck, 1997). It includes desirable job features, such as promotion opportunities, current working conditions, and long-term career opportunities (Borg & Elizur, 1992). As organizations no longer guarantee lifetime employment, the job security of ordinary workers became more and more endangered (Jeon, 2009). According to Ashford, Lee, and Bobko (1989), lack of job security (i.e job insecurity) leads to attitudinal reactions, such as intention to quit, reduced dedication, and reduced satisfaction. This showed that individuals who perceived

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their organizations to be undependable in carrying out their dedications to employees were, in turn, less dedicated to their organizations.

Today, job security is perceived as an indispensable right of an employee which guarantees that the employee and his/her family will not be deprived of their income and maintains an honorable life (Senol, 2011). Thus, employees consider the condition of job security just at the beginning of their careers so as to feel confident about the future. They oppose governments' privatization policies in order not to lose this warranty or prefer to work in public sector though they may earn less as compared to those working in the private sector due to public sector's offering job security. A secure job is an employees' requirement and wish. When employee feels that he or she is secured in the work organization, the employee is likely to be committed or dedicated to the organization. This may be one of the reasons Abdullah and Ramay, (2012) stated that job insecurity affects an employee's commitment or dedication to the organization.

Employee empowerment is another factor that is likely to predict employees' dedication. Empowerment is a process of orienting and enabling individuals to think, behave and take action in an autonomous way (Sahoo, Behera & Tripathy, 2010). Employee empowerment is a process of allowing employees to have free hand in dealing with the problem that are related to their work place. It helps the workers to own their work and take responsibility for their results. Due to



technological advancement and automation, organisations are dependent on a high degree of creativity and learning attitude of employees which will require individual responsibility and risk taking effort (Nonaka & Takeuchi, 1991). According to Kirkman and Rosen (1999), the performance outcomes of empowerment practices are higher productivity, and proactive and superior customer service, while the attitudinal outcomes comprise of job satisfaction, organisational commitment, team commitment, and individual commitment. Similarly, Mullins and Peacock (1991) have pointed out that empowered employees have a greater sense of job satisfaction, motivation and organisational loyalty. A satisfied and committed employee is a valuable asset to the organisation. Such an employee is psychologically attached to his job and is less likely to leave the organisation, takes pride in belonging to the organisation (Kuo, Ho, Lin & Lai, 2009) and makes greater contribution for the success of the organisation.

HYPOTHESES

- i*: There will be a significant relationship between organizational culture and job dedication of bankers.
- ii*: There will be a significant relationship between job security and job dedication among bankers.

iii: There will be a significant relationship between employee empowerment and job dedication among bankers.

METHOD

PARTICIPANTS

177 participants drawn from six different banks (Eco Bank, Enterprise bank, United Bank for Africa, Fidelity bank, Access bank and Union bank) in Awka using a simple random sampling technique was used for the study. 91 (51.4%) of the bankers were males while 86 (48.6%) were females. The ages of the participants ranged from 22 to 54 years with a mean age of 31.79 and standard deviation of 7.81.

INSTRUMENTS

Job dedication was measured using a 14 item job Dedication Scale by Spector (1994) designed to measure employee dedication to his or her job. The response options are based on five point likert format namely: Not at all likely, 2- Slightly likely, 3- Somewhat likely, 4- Very likely, and 5- Extremely likely. Spector (1994) reported an alpha reliability coefficient of 0.88 using test retest.

Organizational culture was measured using 16 item Organisational Culture Scale by Deshpande, Farley and Webster (1993). The response options were based on five point format: 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree. The scoring was based on direct order. Deshpande, Farley and Webster



(1993) correlated the organizational culture scale with that of organizational behaviour scale and obtained a concurrent validity of 0.69.

Job security was measured with 7 item Job Security Scale Hellgren, Sverke, & Issakson, (1999). The scoring was based on five point likert scale ranging from 1= strongly disagree to 5= strongly agree.

Employee Empowerment was measured using 12 item scale by Matthews, Diaz and Cole (2003). The authors validated the instrument and obtained coefficient alpha of 0.91. The response options of the scale are : 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5=strongly agree.

Using alpha reliability, the researcher obtained an alpha coefficient reliability of 0.78 under the organizational culture scale, 0.81 under empowerment scale, 0.88, under job dedication scale while 0.91 was obtained under job security scale.

DESIGN/STATISTICS

The study adopted a correlational design and multiple regression analysis as design and statistics respectively.

RESULTS

Table: Summary of regression analysis on the organizational culture, job security and employee empowerment as predictors of job dedication

Model	Unsatndardized		Standardized		
	Coefficients		Coefficients		
	B	Std.erro	Beta	T	Sig
Constant	42.8	4.38		9.77	.00
Org. Culture	-.11	.07	-.11	-1.56	.12
Job Security	.87	.15	.42	.599	.00
Employee.Em	.16	.07	.16	2.33	.02

The table above showed that the first hypothesis which stated that there will be a significant relationship between organizational culture and job dedication was rejected. This means that organizational culture is not a significant predictor of job dedication among bankers at $\beta = -.11$; $t = -1.56$, $P > .05$ level of significance.

In contrast, the second hypothesis which stated that there will be a significant relationship between job security and job dedication was confirmed. This means that job security is a significant predictor of job dedication among bankers at $\beta = .87$; $t = 5.99$, $P < .05$ level of significance. This means that job security is the most potent predictor of job dedication.

The result showed that the third hypothesis which stated that there will be a significant relationship between employee empowerment and job dedication was accepted. This means that employee empowerment is a significant predictor of job dedication among bankers at $\beta = .16$; $t = 2.33$, $P < .05$ level of significance.



DISCUSSION

The first hypothesis which stated that there will be a significant relationship between organizational culture and job dedication was rejected. This means that organizational culture is not a significant predictor of job dedication among bankers. This is in line with the research result obtained by Dadgar, Barahouei, Mohammadi, Ebrahimi and Alireza (2013) that examined the relationship between organizational culture, job satisfaction, organizational commitment and intention to stay. The finding of their study revealed that organizational culture had negative and significant relationship with intention to stay with the organization with implications in lack of dedication to duties if one remains with the organization. The study is not in agreement with the findings of Brenyah and Obuobisa-Darko (2017) which evaluated dimensions of culture in the workplace and found achievement and support culture to significantly predict employee's engagement in the public sector. The difference can be traced to the fact that it was conducted in the public sector while the present study was conducted in the private sector.

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In addition, the second hypothesis which stated that there will be a significant relationship between job security and job dedication was accepted. This means that job security predicts job dedication among bankers. The above result is in line with that of previous research. Previous research has confirmed that job security induces employees' organizational dedication, while job insecurity reduces such dedication, even though the relationship between job security and job performance is questionable (Sverke & Hellgren, 2002; Yousef, 1998). Brockner, Gover, Reed and Dewit (1992) argued that optimal levels of job insecurity produce the greatest level of work effort of survivors. Frequently, survivors of mass downsizing showed more commitment and loyalty toward their organization because they wanted to continue to survive by showing strong organizational commitment and dedication toward their team (Mankelov, 2002; Spreitzer & Mishra, 2002).

Finally, the result of this study confirmed that employee empowerment is a predictor of job dedication among bankers. This result is in line with that of Chen (2011). He investigated the relationship between empowerment and employee performance in the Malaysian automotive industry. He also examined the influence of empowerment on employee performance and to identify which of the four (4) dimensions of empowerment has the greatest influence on employee performance. The findings indicated that employee empowerment strongly influences employee performance in the automotive industry. There is significant correlation between



the dimensions of empowerment and employee performance. They feel that when they are empowered with autonomy, freedom and opportunities to influence decision making in their jobs or organisation, they become more dedicated and their performance improves significantly.

CONCLUSION

Based on the findings, the researchers conclude that organizational culture is not a significant predictor of job dedication among bankers. The researchers also conclude that job security and employee empowerment were seen to be significant predictors of job dedication among bankers.

Recommendation

The researchers recommend based on the findings of the study that measures be put in place to ensure policies that will promote feeling and perception of job security among bankers as well as the promotion of possible empowerment programs that will boost bankers dedication to their job.

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