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THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE ATTITUDE  
OF SELECTED DEPOSIT MONEY BANKS IN LAGOS STATE,  
NIGERIA

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**Abstract**

*The banking sector has continued to be one of the largest employers of labour across the globe. Despite the numerous banking reforms, regulatory supervisions by various banking regulatory bodies and internal control measures put in place, employee performance is still poor. Nigerian banks' human resource practices are still plagued by cases of inefficiency, labor turnover, fraud, poor service delivery demotivation and dissatisfied workforce syndrome. This study therefore investigated the effect of human resource management practices on employee attitude of selected deposit money banks in Lagos State, Nigeria. This study adopted survey research design. The population of the study was 11,406 employees of 5 selected deposit money banks in Lagos State, Nigeria. The sample size was 741 respondents determined using Cochran formula and selected through a mixed sampling technique comprising of proportionate and simple random sampling techniques. A structured and validated questionnaire was used for data collection. The reliability test yielded Cronbach's alpha for the constructs ranged from 0.799 to 0.925. The response rate was 72.9%. Data were analyzed using descriptive and inferential statistics. The findings of this study revealed that human resource management practices dimensions had significant effect on employee attitude of selected deposit money banks in Lagos State, Nigeria ( $Adj. R^2 = 0.179$ ,  $F(535,4) = 30.310$ ,  $p < 0.05$ ). The study concluded that human resource management practices affect employee attitude of selected deposit money banks in Lagos State, Nigeria. Thus, the study recommended that effective human resources management practices are needed to be in place in any organisation especially in the banking sector in order to continuously improve employee attitude.*

*Keywords: Communication, Compensation, Employee Attitude, Human Resource Management Practices, Training, Worklife Balance.*

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**Introduction**

In any organization, employees are considered as the essential strategic asset. Employees could be a competitive advantage if their organization provides more attention and invest in developing employees' skills at the workplace. Therefore, the human resource of a firm plays an important role in the success or failure of firms, especially, at a time when technological progress is unparalleled. As a result, organisations that have long-term goals typically make attempts to re-examine how their human resources are handled. Over the years, commercial banks across the globe have been characterized by struggles associated with poor performance of employees as a result of poor relations management.

The banking sector which is always deemed to be one of the most vital sectors of the economy to be able to function. Its importance as the "lifeblood" of economic activity, in collecting deposits and providing credits to states and people, households and businesses are indisputable (Muhammad, 2015). However, this sector has witnessed poor performance over the years as a result of increased dissatisfaction and loss of employee commitment in the sector (Muhammad & Kishwar, 2019). Bank employees work late hours as overtime without being compensated (Asad, 2018). The uncompensated late hours are an open violation of employees rights and ethical standard set for the workforce and also illegal (Asad, 2018). The employees face increasing pressure to achieve sells target by management which gets bigger and bigger with the passage of time – forcing them to fall into unethical activities and communicating lies to the customer for attaining it (Muhammad & Kishwar, 2019).

Adnan (2014) established that in Lesotho, many commercial banks usually cut training budgets when financial positions are poor and this not only results in brain drain because employees usually leave such organizations in search of greener pastures elsewhere but also consequently increases costs for the commercial banks as they have to find replacement of such employees. Similarly, Elnaga and Imran (2013) corroborated by a growing concern among the majority of government, international organizations and the banking sector employees in Lesotho, who claim that their organizations seem not to realize the importance of employee training on employee performance because they generally curtail or squeeze training budgets every year. This situation not only negatively impact on employee performance as employees must always update their skills, knowledge and competencies in order to cope with the ever-changing working environment, uncertain conditions and changes in technology but also demotivates employees, increases job dissatisfaction and labour turnover, and consequently increases the costs of hiring new employees with resultant slowdown in employee performance and ultimately organizational profitability (Elnaga & Imran, 2013).

In Kenya, Obura (2018) revealed that in 2017, Equity Bank lost the highest number of staff at 400 workers followed by Barclay Bank at 301 and Standard Chartered at 300 employees. Kenya's biggest lender by assets, Kenya commercial bank bled 223 employees while Bank of Africe closed the most branches at 12 locations. Banks took advantage of the rate cap law to declare a crisis and opted to send workers home to manage costs. The layoffs have however come with cost of restructuring including severance packages for early staff retirement (Obura, 2018).

Nigerian financial system and the nation economy are not immunized from the ripple effect of the global financial crisis as many Nigerian banks were adversely affected between 2008 and 2009 also resulting in collapse of stock market by 70% (JPMorgan, 2010).

According to an American multinational investment bank and financial services holding company headquartered in New York City, JPMorgan (2010), 10 out of 24 banks in Nigeria were classified as troubled banks requiring government support. The banks were Oceanic, Intercontinental, Union, Afribank, Finbank, BankPHB, Spring, Wema, Unity, and Equatorial Trust (Central Bank of Nigeria (CBN), 2013). In 2017, only three (Union, Wema and Unity) of the ten banks survived as others were acquired to protect the depositors. The technological advancements in the recent past have changed management styles. The dependence on technology has increased manifolds, but main competence is human and his knowledge. Knowledge rich service industry is growing faster than ever and the knowledge worker accounts for majority of the new jobs.

The recurring nature of fraud in banks by employees continues to pose stern threat to the stability and survival of banks and the banking industry in general (John, Augustine, Kemebradikemor, Anayochukwu & Oluwaseyi, 2019). Many of the distressed banks in Nigeria today had suffered a great deal from fraud and fraudulent activities (Ilaboya, 2017). Despite the numerous banking reforms, regulatory supervisions by various banking regulatory bodies and internal control measures put in place, employee performance is still poor. The NDIC (2017), reports had shown increased amount of fraud and fraudulent activities perpetrated in DMBs when compared to other banking institutions. These reports also show consistent increase in the total amount loss to fraud compared to the provision for expected loss meant to absorb the cases of fraud loss (NDIC, 2017). The costs incurred to deal with the menace of employee misbehavior consume a great deal of the banks resources and imposes additional cost to the banks (Kalapo & Olaniyan, 2018). More alarming is the calibre of people involved in perpetration of fraud in banks. Fraud perpetrators cut across management to the least staff such as cleaners and other casual workers (Offiong, Udoka & Ibor, 2016). Management who ought to be the watchdog of the organization rather constitutes a great percentage in the total number of persons involved in fraudulent cases as shown in NDIC (2017) reports. Also, of great concern is the collusion by various staff in perpetrating fraudulent activities. Most executive staff colludes with non-executive staff in order to successfully implement their fraudulent act (Olufon, 2017).

Therefore, the main objective of this study is to examine the effect of human resource management practices on employee attitude of selected deposit money banks in Lagos State, Nigeria. To achieve this objective, the paper answered the research question – “human resource management practices on employee attitude of selected deposit money banks in Lagos State, Nigeria?”

## **Literature Review**

### **Human Resource Management Practices**

Human Resource Management is defined as a sequence of combined choices that form employment bond which encompasses developing employees to make the most of their potential in a way that promotes the objectives of both the individual and the organization (Jing, 2013).

In similar context, Flippo (1997) defined human resource management as the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social goals are accomplished. Based on various definitions and opinions of various authors, it is deduced that the objective of human resource management is to carry out sets of programmes, functions and activities aimed to maximize employee satisfaction and achieve organizational objectives. In addition, workers

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are a vital resource for a company to gain a competitive advantage tactically. It is emphasized that unique and respected resources create a competitive advantage.

**Compensation**

Compensation is the package of quantifiable rewards an employee receives for his or her labour. It includes three components: base compensation, pay incentives and indirect compensation/ benefits. (Gomez, Luis, & Robert, 2012). Milkovich and Newman (1999) stated that, Compensation refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Chabra (2001) refers to compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organization. Sirait (2006) explains that compensation is something accepted to employees, whether in form financial or non-financial a reward for employee's contribution to organization. Management of compensation is a very important activity to make employees quite satisfied in their work. Compensation can acquire or create and maintain productivity. Without adequate compensation, existing employees tend to leave the organization and organizations will have difficulty in replacement, especially in recruiting.

**Training**

Training is a significant component of the Human Resource (HR) Department in organizations. According to Elnaga and Imram (2013), training is the process of teaching, informing, or educating people so that they may become as well qualified as possible to do their job, and become qualified to perform in positions of greater difficulty and responsibility. Training refers to bridging the gap between the current performance and the standard desired performance (Raymond, Bawa, & Dabari, 2016). Training could be given through different methods such as on the coaching and mentoring, peers' cooperation and participation by the subordinates.

This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace (Sultana, Irum, Ahmed & Mehmood, 2012).

**Work Life Balance**

The Work-Life Balance (WLB) concept is designed to increase work predictability and career sustainability (Paryani, 2015). Paryani (2015) opined that WLB and stress are intertwined concepts. Biron, Cooper, and Burke (2014) assert that the WLB concept in organization should include training programmes and time management even though they come with several consequences such as family conflict, job stress and depression. Job stress may arise from direct demands of work and its load or interactions with colleagues or even work conflicts as well as non-work priorities which has a ripple effect of ill-health, drug abuse, depression and ultimately death (Biron, *et al.*, 2014). The WLB concept will only work effectively where there are well-framed policies that would minimize the workload of employee without affecting the productivity of the organization (Ojo, Salau, & Falola, 2014).

Ashkenas (2012) noted that no one has taken into consideration the role that limitations arising from the digital age plays in the work-life integration. WLB concerns itself with gaining control over work time and leisure. Fitzpatrick (2013) opined that the WLB

concept which usually misunderstood does not happen by chance rather it occurs based on a well-organized plan.

### **Communication**

According to Shonubi and Akintaro (2016), communication is defined as the process of exchanging or sharing information, ideas and feeling between the sender and the receiver. Kreps (1990) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Generally organizational communication has two objectives. The primary objective is to inform the workforce about their tasks and the policy issues of the organization (Keith, 2014). Communication is defined as transmitting news about the work from organization to employees and through employees (Simoës & Esposito, 2014).

The second goal of organizational communication is to construct a community within the organization (Jalil, 2011). Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Meaningful communication requires a degree of 'cognitive organizational reorientation (Raineri, 2011). Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea, information, or feeling to a receiver (Keith, 2014).

### **Employee Attitude**

Liao, Lu, Huang and Chiang (2012) defined job attitude as a set of behavior and judgments to work, and such behaviors and thoughts are redirected in form of work involvement and organizational commitment. Based on this definition, therefore job attitude can be viewed as actions and inactions of employee towards their work. Ndubuisi-Okolo, Attah, and Anigbogu (2017) defined employee attitude as a widely used by the public to denote a psychological state that predisposes a person to act favorably or unfavorably to an event or situation. Ahmad, Ahmad, and Syah (2010) also defined employee attitude as paradigm that signifies a person's like or dislike as regards to different mode of behaviors. Organizations, like individuals, can be characterized and observed as rigid, welcoming, earnest, inventive, traditional or otherwise. Such qualities, as well, can serve as aspects to envisage attitudes and behaviors of the people within these organizations (George & Jayan, 2013).

Several studies have been carried out on the interaction between human resource management practices and employee attitude. Nelson (2008) found that there is a positive and significant correlation between compensation/reward and workers' job attitude. Likewise, Yang, Miao, Zhu, Sun, Liu and Wu (2008) found that pay has a positive effect on satisfaction. In the same vein, Muhammad (2014) found that the compensation is an important factor which impacted attitude of employees. Also, Mary, Andrew and Dennis (2015) on the effects of compensation on job satisfaction among secondary school teachers in Kenya established that the basic pay, allowances and work environment as dimensions of compensation affects teachers' job satisfaction positively.

In agreement with previous findings, Hwang and Wang (2013) found that staffing management and compensation management influenced employee attitude positively. Also, Ivancevich, Konopaske and Matteson (2014) found that reward affects employee satisfaction in a positive way. On the contrary, Othmans, Hamzah, Abas and Zakuan (2017) found no significant relationship between communication and employee job satisfaction. Likewise, Abraiz, Tabassum, Raja and Jawad (2012) found that dimension of human resource management practices has a negative effect on employee attitude. Similarly, Aysit

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and Saziye (2012) revealed that training has no significant effect on employee satisfaction. In the same vein, Chen, Chang and Yeh (2004) found a negative association between refresher training and employee attitude. In light of the foregoing, this study hypothesizes that:

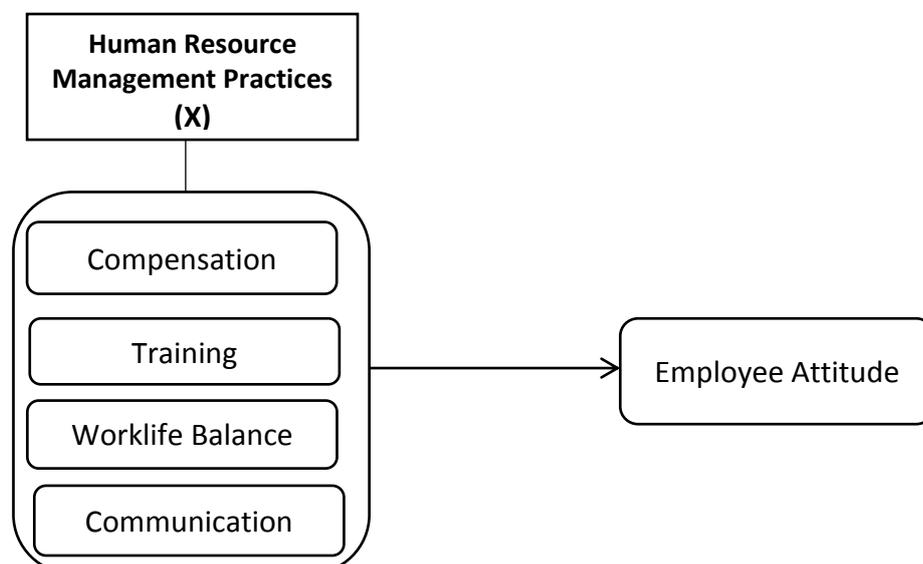
**H<sub>01</sub>:** Human resource management practices have no significant effect on employee attitude of selected deposit money banks in Lagos State, Nigeria.

**Theoretical Framework**

The theory for this study is the Herzberg's two factor theory propounded by Frederick Herzberg in 1959. This theory has been selected due to its superiority over other theories reviewed by indicating that employees are considered as one of the most important resources of an organization, and their motivation and commitments are critical determinants of their performance as well as any business success (Yusoff, Kian, & Idris, 2013). Motivation influences human behavior and organizational performance, explicitly; the level of workers commitment to work is driven by their level of motivation. The hygiene or extrinsic factors are considered to have high risks of negative impacts on the employees and the organization (Afful-Broni, 2012). This is because the absence of extrinsic factors gives rise to employees' dissatisfaction and eventual high employees' turnover rate or low productivity (Yusoff, Kian, & Idris, 2013).

According to Herzberg, overall job satisfaction can be measured separately using job satisfaction and job dissatisfaction parameters. Under each of these, he emphasizes, there are various variables that are related to factors of satisfaction and dissatisfaction. The hygiene factors identified for the study are also applicable in this study. Similar studies have also identified these factors as appropriate in motivation studies in in Africa and the developing world (Acom, 2010; Kwasi & Amoako, 2011; Manzoor, 2010; Mwala & Mwale, 2011; Namuddu, 2008; Sene, Liebenberg, Mwala, Murithi, Kabore, & Beintema, 2011). Worlu and Chidozie (2012) applied Herzberg's theory in the context of the Nigerian political marketing practice using correlation analysis.

They showed that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement) all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.



### Researcher's Model (2021)

Regression ally, the econometric model for this study using regression was;

$$JS = \beta_0 + \beta_1CO + \beta_2TR + \beta_3WLB + \beta_4CM + e_i \dots\dots\dots \text{eq. (i)}$$

### Methodology

Survey research design was adopted for this study considering that primary data was required for the study and also in view of the fact that this research design affords the researcher the opportunity of getting first hand and current information that is reliable and authentic for the intended purpose. The population for this study was eleven thousand four hundred and six (11,406) management employees of the five selected deposit money banks in Lagos State, Nigeria. Simple random sampling technique and proportionate sampling were used in this study. Data for the study were collected by the use of a validated structured adapted questionnaire with Cranach's alpha reliability coefficient ranging from 0.799 to 0.925. A total of 540 copies of questionnaire were properly filled and returned. This represented an overall response rate of 72.9%.

### Data Analysis

Data collected was analyzed using inferential statistics. Inferential statistics was used to measure the aspects of the effect between human resource management practices and employee attitude. Multiple linear regression analysis was applied to test the hypothesis since this study sought to establish the effect of several independent variables on one dependent variable. This method was suitable because it found the target variables by finding a best suitable fit line between the independent sub-variables and the dependent variable.

**Table 4.9: Summary of Multiple Regression of the effect of human resource management practices on employee attitude of selected deposit money banks in Lagos, State Nigeria.**

Variables	B	T	Sig	R	R <sup>2</sup>	AdjR <sup>2</sup>	Std. Error of the Estimate
Constant	9.955	6.925	0.000	0.430 <sup>a</sup>	0.185	0.179	1.82903
Compensation	0.100	2.146	0.032				
Training	0.106	2.519	0.012				
Worklife balance	0.138	2.857	0.004				
Communication	0.264	6.816	0.000				
a. Dependent Variable: Employee Attitude			F (535,4) = 30.310				

**Source:** Field Survey, 2021

From Table 1, the estimated model of the regression analysis is;  
 $EA = 9.955 + 0.100CP + 0.106TR + 0.138WLB + 0.264CO + e_i \dots\dots \text{eq. i}$

### Where:

EA = Employee Attitude, CP = Compensation, TR = Training, WLB = Work-life Balance, CO = Communication

Table 1 shows the result of the multiple regression analysis to investigate the effect of human resource management practices on employee attitude of selected deposit money banks in Lagos State, Nigeria. The multiple correlation coefficient in the result is given as  $R^2 = 0.185$ , which shows the strength and direction of the relationship between the combined independent variables and employee attitude of the selected deposit money banks in Lagos State, Nigeria. The result indicates that a weak positive multiple relationships exists

between human resource management practices variables and employee attitude of the selected deposit money banks in Lagos State, Nigeria.

Further, the  $Adj R^2$  (0.179) shows the extent to which human resource management variables combine to account for the variance of changes in employee attitude of the selected deposit money banks. The result indicates that human resource management dimensions combined account for a 17.9% of the changes or variances in employee attitude of the selected deposit money banks in Lagos State, Nigeria. The p-value for the analysis was reported to be less than the alpha threshold of 0.05 and this implies that the analysis done was statistically significant. Additionally, looking at the individual effect of these variables, it can be seen that all dimensions of human resource management practices have significant effect on employee attitude of the selected deposit money banks in Lagos State, Nigeria. Specifically, findings revealed that compensation ( $\beta = 0.100$ ,  $p < 0.05$ ), training ( $\beta = 0.106$ ,  $p < 0.05$ ), work-life balance ( $\beta = 0.138$ ,  $p < 0.05$ ), and communication ( $\beta = 0.264$ ,  $p < 0.05$ ) have positive and significant effect on employee attitude of selected deposit money banks in Lagos State, Nigeria.

### Discussion

The findings indicated that all the dimensions of human resource management practices ( $Adj. R^2 = 0.179$ ,  $F(535,4) = 30.310$ ,  $p < 0.05$ ) have positive and significant effect on employee attitude of selected deposit money banks in Lagos State, Nigeria. In support of the finding of this study, Nanzushi (2015) found that workplace environment, physical environment and rewards have a significant effect on employee attitude with work at the county government of Nairobi.

Likewise, Obwoyere (2016) found that organizational commitment characterized by adequate compensation, recognition and promotion affected job satisfaction among employees of the county government of Nakuru. Similarly, Njoroge and Kwasira (2015) found out that compensation and reward had strong correlation with employee attitude and employee performance. A study by Ogendo (2016) on factors affecting the performance of employees revealed that compensation strongly influenced attitude of employees. Similarly, Swanepoel (2013) found a significant effect on compensation and employee attitude. Swanepoel (2013) findings indicated that employees were rewarded according to the position held without considering their performance. The increments in basic pay depended on internal and external assessment of jobs.

Drafke (2012) emphasized this point by pointing out that money can increase employee attitude but this is often limited to short term increase. On the other hand, DeNisi and Griffin (2014) argues that in general higher levels of pay and more attractive benefits tend to result in greater satisfaction thus promotes employee performance. This point was affirmed by Bretz and Thomas (2012) who stated that pay dissatisfaction reduced employee performance and satisfaction.

In support of the finding of this study, Clegg and Birch (2012) argued in their qualitative study that pay peanuts and you will get monkeys, and in addition to that they said that if you show that you value people by paying a reasonable wage then they appreciate it. Armstrong (2016) stated that good practice requires employers to keep pace with inflation by rewarding employees with salaries that are market related to avoid strikes and poor performance by workers. Likewise, Armstrong (2008) also noted that one of the aims of reward management is to motivate people and obtain their commitment and engagement. In further agreement with the finding of this study, David (2006) suggested that training not only develops the capabilities of the employee but sharpen their thinking

ability and creativity in order to take better decision in time and in more productive manner. Likewise, Vinesh (2014), opined that training develops self-efficacy and results in superior performance on job by replacing the traditional weak practices by efficient and effective work related practices.

### **Conclusion and Recommendation**

The general purpose of this study was to examine effect of human resource management practices on employee attitude of selected deposit money banks in Lagos State, Nigeria. Specifically, the study surveyed the effect of human resource management practices dimensions (compensation, training, work life balance, and communication) on employee attitude of selected deposit money banks in Lagos State, Nigeria.

The study concluded that human resource management practices dimensions (compensation, training, worklife balance, and communication) had significant effect on employee attitude of selected deposit money banks in Lagos State, Nigeria. Based on this finding, this study recommended that deposit money banks in Lagos State and Nigeria as a whole should make adequate efforts towards developing fair compensation scheme, provide regular staff training, develop good worklife balance policies and promote effective communication as these promotes good employee attitude towards work and towards the organization.

The results of this study have assisted in filling existing gaps in the field of human resource management. The outcome has filled the gaps on the effect of human resource management practices on employee performance of selected deposit money banks in Lagos State, Nigeria. Further, the results of this study will enable other researchers in human resource management find the information and results of this study useful for their studies. In the same vein, knowledge has been added to academic research since gaps for future research have also been identified. The study had some limitations which can be viewed in line with the sequences used in carrying out the study. The research design adopted in this study is the survey research design. As a limitation, respondents may not feel encouraged to provide accurate, honest answers. However, the researcher assured the respondents that any data that could be traced back to them was not included in the study. The study investigated the effect of human resource management practices on employee performance of selected deposit money banks in Lagos State, Nigeria. The findings of this study cannot be generalized as this study was limited to Lagos State, further studies should be carried out in other States. Also, further studies should be carried out in other developing countries to enhance comparability of empirical findings. Further studies can also introduce moderating variables such as organizational culture to determine the moderating effect of organizational culture on the relationship between human resource management practices and employee performance.

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