

## MANAGEMENT SOCIABILITY AND EMPLOYEE COMMITMENT IN COMMERCIAL BANKS IN RIVERS STATE.

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### ABSTRACT

*The study examined the relationship between management sociability and employee commitment in commercial banks in Rivers State. The objectives of the study were to ascertain how dimensions of management sociability interact with measures of employee commitment in commercial banks in Rivers State. The study adopted a cross sectional survey research design. The target population of the study consisted of three hundred and sixty-eight (368) full time staff at the head office of 23 commercial banks operating in Rivers State. The sample size of the study consisted of 186 respondents. The above sample was obtained using the Krejcie and Morgan Sample Size Determination of 1970. In order to address the differences in the distribution of the population across the firms, Bowley's 1960 Population Proportionate Allocation Formula was applied. Thus, the study adopted the random sampling techniques. A structured questionnaire was used as instrument for data collection after ascertaining its reliability through the employment of Cronbach Alpha. Mean and Standard Deviation were used for univariate analysis of the study. Pearson Product Moment Correlation Coefficient and Partial Correlation were used for the bivariate analysis and multivariate analysis of the study, respectively. Findings revealed that there is a significant relationship between management sociability (diplomacy, courtesy and politeness) and employee commitment (affective commitment, normative commitment and continuance commitment) in commercial banks in Rivers State; Also, emotional intelligence significantly moderates the relationship between management sociability and employee commitment in commercial banks in Rivers State. The study also concluded that management sociability correlate with employee commitment, and it is being moderated by the emotional intelligence. The study recommended amongst others that management of Commercial Banks should encourage open and honest communication with employees while maintaining diplomacy to prevent misunderstandings or conflicts.*

### INTRODUCTION

Employee commitment is a multifaceted concept that plays a critical role in the success and stability of any organization. As a matter of fact, being that the banking firm is a very sensitive work environment, it requires employees that are very committed sincerely and not pretentiously. Employee commitment, as defined in this study, is the level of willingness, determination and zeal of an employee to work for an organization selflessly and productively. Like every other bank, the commercial banks seeks for employees who would carry out their job roles like it is their own. Such commitment encompasses affective commitment, where employees have an emotional attachment to their organization; continuance commitment, where they stay due to the perceived costs of leaving; and normative commitment, where they remain out of a sense of obligation (Allen & Meyer, 1990). These are adopted in this study as the measures of employee commitment in commercial banks.

Across a number of commercial banks in Rivers State, employee commitment has been a pressing issue, with reports indicating challenges in retaining talented staff and maintaining high levels of engagement (Okpeva, 2023). As averred by Mowday *et al.*, (2013), low employee commitment can lead to increased turnover rates, reduced productivity, and lower overall organizational performance. This points to the fact that there is to look out for that factor that is capable of spurring commitment in employees in a service organization such as commercial banks.

One of the factors that is capable of contributing to the commitment problem in commercial banks is the lack of effective management sociability. Management sociability is crucial in creating a supportive and engaging work environment (Porath & Pearson, 2013). As defined by Eisenberger *et al.* (2016), management sociability refers to the capacity of managers to create and nurture positive interpersonal relationships within the workplace, fostering a cooperative and engaging environment. Sociable managers in banking institutions are adept at building strong interpersonal relationships with their team members through effective communication, empathy, and approachability. This is capable of building and enhancing employee satisfaction, commitment, and performance. Among others, a sociable management is one that is flexible, courteous, and polite.

### **Statement of the Problem**

The level of commitment among employees of commercial banks in Rivers State seems to be dropping. This is noted from the fact that by observation across various commercial banks in Rivers State, there seems to be incessant cases of long que in the bank, poor transaction service, as a result of inadequate service delivery, slow administrative activities, poor decision making as a result of poor innovativeness, and steady increase in administrative costs. Lack of commitment among employees drains them of motivation, timely service delivery, and intention to stay (Okpeva, 2023). Poor employee commitment manifests through absenteeism, lateness to work, voluntary employee turnover, refusal to identify with organizational goals, incompliance to rules, refusal of pursuing organizational goals among others (Okpu&Jaja, 2014; Akintayo, 2021). Perhaps, it could be that flexibility, courtesy, and politeness are scarcely adopted as sociable tools by managers in these organizations. The study intends to test the workability of these tools in spurring affective commitment, continuance commitment, and normative commitment.

In another way, the relationship between management sociability and employee performance in commercial banks in Rivers State, has not received adequate research attention. Zeb-Obipiand Agada (2018) investigated the relationship between workplace social environment and employee commitment of Road Transportation Firms in Rivers State; Okpevo (2023) investigated the relationship between organizational climate and employee commitment in deposit money banks in Port Harcourt; Jan (2020) studied workplace social support and its relationship to work-related well-being and life satisfaction; Benson (2021) examined workplace social amenities and employee commitment in tertiary institutions in Rivers State. Though, these studies are related to the current one. However, none of them bothered on finding the relationship between management sociability and employee commitment in commercial banks, Rivers State, where management sociability is dimensionalized into flexibility, courtesy, and politeness, and employee commitment is measured using affective commitment, continuance commitment, and normative commitment. The study wants to fill this gap.

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

The aim of this study is to determine the relationship between management sociability and employee commitment in commercial banks in Rivers State. Specifically, this study seeks to:

1. ascertain the relationship between diplomacy and affective commitment in commercial banks in Rivers State.
2. examine the relationship between courtesy and normative commitment in commercial banks in Rivers State.
3. determine the relationship between politeness and continuance commitment in commercial banks in Rivers State

### **Research Questions**

Based on the objectives of the study, the following research questions are posed.

1. What is the relationship between diplomacy and affective commitment in commercial banks in Rivers State?
2. What is the relationship between courtesy and normative commitment in commercial banks in Rivers State?
3. What is the relationship between politeness and continuance commitment in commercial banks in Rivers State?

### **Research Hypotheses**

Based on the research questions, the following hypotheses were tested:

- Ho1: There is no significant relationship between diplomacy and affective commitment in commercial banks in Rivers State.
- Ho2: There is no significant relationship between courtesy and normative commitment in commercial banks in Rivers State.
- Ho3: There is no significant relationship between politeness and continuance commitment in commercial banks in Rivers State.

### **Review of Related Literature**

#### **Concept of Management Sociability**

Management sociability refers to the capacity of managers to create and nurture positive interpersonal relationships within the workplace, fostering a cooperative and engaging environment (Eisenberger et al., 2016). Sociable managers exhibit behaviours such as approachability, empathy, and effective communication, which are crucial for building trust and rapport with employees. Empirical evidence suggests that managers who demonstrate high levels of sociability are better equipped to understand and respond to the emotional and professional needs of their team members, leading to higher levels of employee satisfaction and engagement (Wright & Cropanzano, 2021). This, in turn, creates a more harmonious and productive work environment where employees feel valued and motivated.

The impact of management sociability extends beyond employee satisfaction to overall organizational performance. Research indicates that sociable management practices can significantly reduce workplace stress and conflict, as managers with high sociability skills are adept at resolving issues amicably and fostering a collaborative atmosphere (Eisenberger et al., 2016). Effective communication, a key component of sociability, ensures that employees are well-informed and aligned with organizational goals, which enhances their ability to contribute meaningfully to the organization's success. Furthermore, sociability in management encourages a culture of openness and inclusivity, which can drive innovation and creativity by making employees feel safe to express their ideas and take risks (Edmondson & Lei, 2014).

Organizations that prioritize management sociability also tend to experience higher levels of organizational commitment and loyalty among employees. When employees perceive their managers as approachable and supportive, they are more likely to develop a strong emotional attachment to the organization, resulting in lower turnover rates and higher retention (Meyer & Allen, 1991). Additionally, sociable managers can help create a positive organizational culture that attracts and retains top talent, further enhancing the organization's competitive edge (Kahn, 1990). In conclusion, management sociability is a critical factor that not only improves interpersonal relationships within the workplace but also drives overall organizational effectiveness and success.

#### **Dimensions of Management Sociability**

##### **Flexibility**

Flexibility in management sociability refers to the ability of managers to adapt their management style, communication, and decision-making processes to meet the diverse needs and preferences of their team members (Kossek & Thompson, 2016). This adaptability is crucial for creating a

supportive and inclusive work environment where employees feel understood and valued. Managers who demonstrate flexibility are better equipped to handle various situations, from addressing individual employee concerns to adjusting workflows to accommodate different working styles. This approach not only enhances employee satisfaction and engagement but also promotes a culture of mutual respect and collaboration (Wright & Cropanzano, 2021).

The importance of flexibility in management sociability is particularly evident in dynamic and rapidly changing work environments. For instance, during organizational changes or crises, flexible managers can quickly adjust strategies and provide the necessary support to their teams, ensuring continuity and stability. This ability to pivot and provide tailored support helps in reducing employee stress and anxiety, fostering a resilient and agile workforce (Edmondson & Lei, 2014). Additionally, flexible managers can better accommodate work-life balance needs, such as flexible work hours or remote work options, which are increasingly important for employee well-being and retention (Kossek & Thompson, 2016).

Moreover, flexibility in management sociability contributes to fostering innovation and creativity within teams. By being open to new ideas and adaptable in their approaches, flexible managers create an environment where employees feel safe to experiment and take risks without fear of failure. This openness encourages continuous learning and improvement, which are vital for organizational growth and competitiveness (Hamel & Välikangas, 2003).

### **Courtesy**

Courtesy is one of the 7 C's of communication, along with concise, clear, correct, concrete, complete and coherent. Courtesy in business communication involves showing respect to others in the workplace (Ahmed, 2020). This means that you need to be sincere and polite through written or in-person communication. Focus on the person you are communicating with and really listen to what they are saying to take their opinions and feelings into consideration. Courtesy, as a dimension of management sociability, involves demonstrating respect, politeness, and consideration in interactions with employees and stakeholders. Managers who consistently exhibit courteous behaviour create a positive and respectful workplace atmosphere, which can significantly enhance employee morale and engagement. Courteous management practices help to build trust and rapport between managers and their teams, fostering a culture of mutual respect and collaboration. Research indicates that employees are more likely to feel valued and motivated when their managers treat them with courtesy, leading to increased job satisfaction and productivity (Wright & Cropanzano, 2021).

The impact of courtesy in management extends beyond interpersonal relationships to affect the overall organizational climate. When managers model courteous behaviour, it sets a standard for the entire organization, encouraging employees to treat each other with the same level of respect and consideration. This can reduce workplace conflicts and improve teamwork, as employees are more likely to communicate effectively and work collaboratively in an environment where courtesy is prioritized (Porath & Pearson, 2013). Moreover, a culture of courtesy can enhance the organization's reputation, making it more attractive to potential employees, clients, and partners.

### **Concept of Employee Commitment**

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organisations mission and values, and constantly think about

ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them.

In the view of Hall et al.(2015), the process by which the goals of the organization and those of the individual become increasingly integrated or congruent is commitment. Mowday et al.(2015)defined commitment in such a way the relative strength of an individual's identification with and involvement in a particular organization. Scholl (2012) described commitment as a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not uncton. Allen & Mayer (1990) in Odu (2018) claim that commitment is a psychological state that bind the individual to the organization. In the view of the Meyer and Allen in Odu (2018), commitment is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization.

Committed employees develop a bond with an organization and that creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Demovsek, 2016). Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels (Dessler, 2017). Organizational behaviour philosophers believe that it is also crucial to have the right employees for the right jobs (Kristof-Brown et al.,2015). The person-job fit is important because it determines whether or not the employee is well-suited for the job (Zhenget al.,2016).

## **Measures of Employee Commitment**

### **Affective Commitment**

Affective commitment depicts a situation where employees are emotionally bonded to their organization (Abbas & Aswan, 2017). This feature is a major prerequisite in determining the employee's dedication and loyalty. Employees in this form of commitment display feeling of belonging and identification which help them to actively participate fully in the activities of the organization. In such commitment, allegiance is displayed as a result of their feeling towards the organization. Hence such employees are ready to make sacrifices for their organization and do not have the mind of parting ways with them (Meyer, 1997; Abbas & Aswan, 2017). Affectively committed employees out of their emotional attachment for the organization regularly perform assigned tasks to the best of their ability and make an extra effort to help out beyond the realms of their specified job roles and form an attachment to the goals and values. Affective commitment refers to the bond an employee has with an organization due to an affinity with or affection for the goals and values of the organization. Meyer and Allen (1997) in Zeb-Obipi and Agada (2017) described affective commitment as how much an individual 'wants' to remain in the organization. Affective commitment encapsulates the extent or degree of employee's identification with goals, acceptance of goals, and pursuance of goals.

Okpu and Jaja (2014) reported in their research that affective commitment has to do with a person's emotional attachment and identification with their organization. This represents the individual's emotional attachment to the organization. In the view of Meyer and Allen (1997), affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to link closely with the same organization (Meyer & Allen, 1997). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2016). An affectively committed worker remains in the organization because they want to; this highlights the emotional bond and identification that worker has with the organization, which is portrayed by feelings of devotion, belongingness and stability. An affectively motivated person identifies, accepts, and pursues the

goals of the organization where he works. Out of the love and passion an employee has for the organization he is working for, he is proud enough to identify with, accept, and pursue organizational goals (Zeb-Obipi & Agada, 2018). Two significant indicators of affective commitment are passion for work and identification with organizational goals.

### **Normative Commitment**

Normative commitment is the bond an employee has with an organization based on a sense of reciprocity by which the employee feels obligated to remain with the organization in appreciation of what the organization has offered the employee. Normative commitment is the attachment an employee feels for an organization and to remain with the organization as a responsive appreciation to benefits enjoyed by the employee in the organization. This type of commitment typifies a feeling of indebtedness towards an organization considering what the organization has given to the employee. It can also be described as a reciprocal commitment. The researcher tenaciously agrees with the view of Chun-Chen and Ching-Sing (2017) that normative commitment may be rooted in feelings of indebtedness toward an organization for its supply of certain benefits, for example, tuition reimbursement or in-house training. The feelings of obligation may continue until the employees feel that they have "paid back" the debt (Meyer & Allen, 1991). Normative commitment can be conceptualized as the degree to which an employee feels obligated to remain, reciprocate, and obey rules and regulations. The normatively committed employee feels thankful for the benefits offered by the organization such that he feels duty bound to continue working for the organization. Okpu and Jaja (2014) reports that normative commitment has to do with feelings of obligations employees have to continue with the organization. McDonald and Makin (2015) posit that society's norms and a feeling that employees ought to remain with the organization influence this commitment. In the context of commercial banks, normative commitment is a form of organizational commitment that reflects a sense of obligation employees feel to remain with their employer. This commitment arises from a moral or ethical obligation and a belief that leaving the organization would be inappropriate or unfair. Two critical indicators of normative commitment are obligation to stay and compliance to standards. These elements play a pivotal role in ensuring stability, consistency, and ethical behaviour within commercial banks.

### **Continuance Commitment**

Continuance commitment refers to the bond an employee has for an organization based on the calculated losses or consequence of leaving the organization, considering the personal investment made so far by employee in the system (Allen & Meyer, 1991 in Okpu&Jaja, 2014). Workers who show continuance commitment choose to remain on the job based on the calculated losses or negative consequences of leaving the organization considering the personal investment made so far by employee in the system and/or perceived limited alternative opportunities they have outside that organization (Ogadimma, 2010). An aging driver, security officer, or other staff of a bank may wish to remain with his employer on the ground that he may not be able to secure a more lucrative job in another banking firm considering his age and other circumstances.

Continuance commitment is the readiness of employees to be with an organization because of the cost associated with leaving the organization; and as such they feel it is best they just continue with the organization. In general, whatever employees perceive as sunk cost, resulting from leaving the organization, are the antecedents of continuance commitment. Employees can experience all three forms of commitment to varying degrees and the strength of each is influenced by different factors. Affective commitment is influence by the extent to which employee's needs and expectations about the organizations are matched by their actual experience. Continuance commitment comprises of personal sacrifice associated with leaving and limited opportunities for other employment, while normative commitment is influenced by societal norms and culture (Zeb-Obipi & Agada, 2018).

Continuance commitment might be based on employee's perceived lack of employment alternatives. When an employee has few alternatives, they fear to lose an employment and feels being trapped in the organization (Vanderberghe et al., 2007). Syeda et al. (2017) noted that the lack of perceived better alternatives is one of the factors affecting the continuance commitment. An aging driver may likely continue working in a particular bank against his wish considering his chronological age and given the fact that he might find it difficult to secure driving job in another organization. Continuance commitment increases with the length of time an employee spends in an organization and is affected by the prospects of alternate employment.

### **Theoretical Review**

This work is anchored on Social Exchange Theory.

#### **Social Exchange Theory**

The Social Exchange Theory suggests that social behaviour or human relationships are the outcome of the exchange process (Blau, 1964). The purpose of this exchange is to maximize benefits and minimize costs. In the view of this theory, developed by sociologist George Homans, people weigh the potential benefits and risks of social relationships. When the risks outweigh the rewards, people will terminate or abandon that relationship. Most relationships are made up of a certain amount of give-and-take, but this does not mean that they are always equal. Social exchange suggests that it is the valuing of the benefits and costs of each relationship that determine whether or not we choose to continue a social association. Where an exchange starts with one party giving a benefit to another, if the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2015). The social exchange theory helps to make people understand relationships well; it explains why a few relationships work while others fail, why we begin and continue some certain relationship and demonstrates that communication and interaction are components governing interaction in people (Riley, 1993). It says that people base their behaviour on rational calculations designed to make individual profit. In that most people value acceptance, loyalty, financial support, affection and companionship and so we might find it rewarding to be in a relationship with a person who enhances our social status (Riley, 1993).

Embedded within the exchange framework are core assumptions about the nature of individuals and about the nature of relationships (Sabatelli & Shehan 1993). With respect to this study, the following are the assumptions of the theory:

1. When interacting with others, individuals seek to maximize profits for themselves while minimizing costs. Because it is not possible to know the actual rewards and costs involved in interacting with another before interactions occur, individuals guide their behaviour through their expectations for rewards and costs.
2. Individuals are rational beings and, within the limitations of the information that they possess, they calculate rewards and costs and consider alternatives before acting.
3. The standards that individuals use to evaluate rewards and costs differ from person to person and can vary over time.
4. Social exchanges are characterized by inter-dependence, that is, the ability to obtain profits in a relationship is contingent on the ability to provide others with rewards.
5. Trust and commitment result from the emergent experiences of individuals within relationships and help to stabilize relationships over the longer term.
6. The dynamics of interaction with relationships and the stability of relationships over time result from the contrasting levels of attraction and dependence experienced by the participants in the relationship.

#### **Implication of Social Exchange Theory to the Study**

Putting all the assumptions together, both an organization and its employees have in minds what they intended to gain from each other, and such relationship (i.e employee and organization

working together) will only continue when both are gaining from that relationship. The gains are tangible and intangible. An organization, such as commercial banks, will adopt flexibility, courtesy, and politeness with the intention of spurring employees to improved commitment, performance, etc. Employees will also improve in their commitment to their work and organization with the aim of enjoying a better relationship with the management, and as well as other gains. It is a "give and take" situation. This is to say that employees across organizations are committed to their work and employers for the simple reason of what they had gained or envisage to gain in the future. Actually, people or organizations are only ready to be committed to what has benefited them or is envisaged to benefit them in the future.

Employing this theory as the major theoretical framework for this study is based on the fact that the theory is related to employee commitment resulting from what has been gained and more expected, or future expectation is on ground. Another point that made this theory appropriate to be adopted as the theoretical foundation of this study is the fact that it explains and predicts that the level of management sociability playing out in an organization will determine to a great extent whether an employee will develop affective, continuance, and/or normative commitment.

### **Empirical Review**

Zeb-Obipi and Agada (2018) investigated the relationship between workplace social environment and employee commitment of Road Transportation Firms in Rivers State. The purpose of this study was to examine the relationship between dimensions of workplace social environment and measures of employee commitment in Road Transportation Firms in Rivers State. Positivism was used as the philosophical underpinning for the study. This research adopted cross sectional field survey approach where collection of data was done at only one time as opposed to longitudinal survey which required data to be collected more than once over a period of time. The population of the study consisted of four hundred (400) employees of the selected transportation firms in Rivers State. Based on the population, the sample size was 196 respondents using Krejcie and Morgan sample size determination table. Based on the total sample size of 196, the individual transportation firms sample size was calculated using the Bowley's (1960) population proportionate allocation formula. The structured questionnaire was constructed by the researcher and used as the main tool for data collection. Face and content validity were employed and Cronbach alpha was used to test the reliability of the instrument of the study. A total of one hundred and seventy-three (173) copies of the questionnaire were retrieved representing 88% of the total questionnaire distributed. Mean and standard deviation were used for the univariate analysis while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0. It was found that there is a significant positive relationship between dimensions of workplace social environment and measures of employee commitment in road transportation firms in Rivers State. Based on the analyses of data and discussion of findings, the study concluded that workplace social environment affects employee commitment from the test of hypotheses where all the three dimensions of commitment reveal an average below 3 points. Management should provide official peer loan support arrangements, interest-free loan facilities. Supervisors should also be empathetic, creative and supportive in making employees balance work-life demands without sentiments or prejudice.

Akpevo (2023) investigated the relationship between organizational climate and employee commitment in deposit money banks. Organizational climate as the predictor variable is operationalized using two dimensions (communication and decision making). Employee commitment which is the criterion variable was measured using two components of commitment which include commitment, normative commitment and continuance commitment. The cross-sectional survey design was employed for the study and which had a population of 450 employees of 8 deposit money banks in Port Harcourt, Rivers State. From the population of the study, a sample of 212 employees was selected using simple random sampling technique. Data was collected through the questionnaires personally administered to the respondents. Spearman's

Rank Order Correlation Coefficient statistical tool was employed in testing the hypotheses, while partial correlation was used in testing the moderating influence of organizational structure on the relationship between organizational climate and employee commitment. The result of the study showed that there exists a relationship between the dimensions of organizational climate and measures of employee commitment. The study also found that conducive climate enhances employee commitment to the organization in performance and productivity. The study therefore recommended that management should create an enabling environment that will boost employee level of commitment in the banks.

Jan (2020) studied workplace social support and its relationship to work-related well-being and life satisfaction. Participants of this research were employees from organizations across the Netherlands from different sectors. This study included employees working part-time, employees working full-time, and interns. The total number of participants consists of 161. This study used an online survey tool called Qualtrics, with questionnaires provided in English as well as in Dutch. The participants were approached through the method of snowball sampling. This was done by using SPSS and PROCESS and the bootstrapping method of 5000 samples. Finally, the moderation effect of social support at the workplace between job demands and burnout was tested while using hierarchical multiple regression. For all the analyses, the program SPSS was used, in addition, PROCESS was used as an extra tool for the mediation analysis. It was found that only perceived organizational support was positively related to life satisfaction. Guided by the JD-R model, the results also confirmed the mediating role of burnout and work engagement between the relation of perceived organizational support and life satisfaction. Furthermore, the main effects were only found between the predictors, namely job demands and social support at the workplace, and burnout, but no buffer effect. Altogether, these results provide insights into the importance of perceived organizational support concerning the life satisfaction of employees. Thus, organizations should put this knowledge into practice to improve the life satisfaction of employees, for instance, by showing them that they care about their employees' well-being.

Benson (2021) examined workplace social amenities and employee commitment in tertiary institutions in Rivers State. The objective of the study was to examine the relationship between dimensions workplace social amenities (housing scheme, medical facilities & transportation facilities) and measures of employee commitment such as affective, normative and continuance commitment in tertiary institutions in Rivers State. Thus, the study was anchored on social exchange theory as its theoretical foundation. The study adopted the explanatory cross sectional survey research design, the population of the study was limited to three thousand one hundred and ninety-three (3193) academic staff of nine (9) public owned tertiary institutions in Rivers State, with sample size of three hundred and thirty-six (346) respondents, the sample size was obtained using the Krejcie and Morgan Sample Size Determination of 1970. In determining the number of sample elements for each of the institution, Bowley's (1960) Population Proportionate Allocation Formula was employed. After validation by the supervisor, three hundred and forty-six (346) copies of the validated questionnaire were distributed to the targeted audience, the researcher was able to retrieve three hundred and ten (310) copies. The reliability of the instrument was ascertained using test-retest. Mean and standard deviation was used for research questions analysis while Pearson Product Moment Correlation Coefficient was used to test hypotheses. It was found that housing scheme has a significant positive relationship with employees' affective commitment in tertiary institutions in Rivers State; medical facilities have a significant positive relationship with employees' normative commitment in tertiary institutions in Rivers State and transportation facilities have a significant positive relationship with employees' continuance commitment in tertiary institutions in Rivers State. The study concluded that Transportation facilities have a significant positive relationship with employees' continuance commitment in tertiary institutions in Rivers State. Consequently, the study recommended among other things that management of the institutions under study should ensure that medical bill of

their employees and their households should be handled by the institution to maintain employees' good health condition which will lead to commitment and high productivity.

Wama (2019) investigated the relationship between cooperate social amenities improvisation and employees' intension to stay of hospitality firms in Port Harcourt. The purpose of this study was to examine the impact of cooperate social amenities improvisation on employees' intension to stay of hospitality firms in Port Harcourt. The study anchored on social network theory of Barnes in 1954. The exploratory survey research design was adopted for the study. The population of this study consisted of four hundred and thirty-nine (439) employees of five (5) hospitality firms in Port Harcourt. The sample size of the study was 205 respondents. It was obtained using the Krejcie and Morgan Sample Size Determination Table of 1970. Thus, Bowley sample size proportionate formula was used to distribute the sample size in each of the firm. A total of 205 copies of the questionnaire were administered and 190 completed questionnaire copies were retrieved. Mean and standard deviation was used to run research analysis while the test of hypotheses was done using Pearson Product Moment Correlation Coefficient. It was found that cooperate social amenities improvisation positively has a significant impact on employees' intention to stay of hospitality firms in Port Harcourt. It was concluded that failure for management in providing adequate social amenities in relation to workplace, may lead to employees' un-commitment in which the organization may fail in achieving it's set goals and objectives. It was recommended that employees should be treated fairly because they are the drivers and equally the bedrock of all organizations.

## METHODOLOGY

### Research Design

This study adopted the cross-sectional survey research design. The cross-sectional survey was also be explanatory in nature. This research design is deemed suitable and most appropriate for this study because of two reasons: (i) this study was conducted in the commercial banks at the same time; (ii) it involves test of hypotheses which is explanatory in nature.

### Research Population

The target population of the study consisted of three hundred and sixty-eight (368) full time staff at the head office of 23 commercial banks operating in Rivers State. The information was obtained from the Human Resource Department of the banks. Details of the population are provided in table 3.1 overleaf:

**Table 1: Study Population**

S/N	Commercial Banks and their Head Offices in Rivers State	Full Time Staff
1.	Access Bank. No. 329A Olu Obasanjo, Port Harcourt	10
2.	CitiBank. No. 1 Trans- Amadi, Port Harcourt.	14
3.	Eco Bank. No. 329A Olu Obasanjo, Port Harcourt	16
4.	Fidelity Bank. No. 22/24 Old Aba Road, Port Harcourt.	18
5.	First Bank. No. 22/24 Old Aba Road, Port Harcourt.	16
6.	First City Monument Bank. No. 22/24 Old Aba Road, Port Harcourt.	19
7.	Globus Bank. Plot 467 Trans-Amadi, Industrial Layout, Port Harcourt.	17
8.	Guaranty Trust Bank. No. 22/24 Old Aba Road, Port Harcourt.	21
9.	Jaiz Bank. No. 186 Aba Road, Port Harcourt.	13
10.	Keystone Bank. No. 51. Aba Road Port Harcourt.	16
11.	Polaris Bank. Agip Junction /Ikwere Road, Port Harcourt.	18
12.	Premium Trust Bank, 473B Trans-Amadi Industrial Layout, Port-Harcourt, Rivers State	17
13.	Signature Bank, 145 Aba Road, by Waterlines Junction, Port Harcourt	15
14.	Stanbic IBTC. No. 58 OluObansanjo Road, Port Harcourt	16

15.	Standard Chartered Bank. Plot 7 Trans-Amadi, Industrial Layout, Port Harcourt.	15
16.	Sterling Bank. No. 142 Woji Road, GRA 2, Port Harcourt	20
17.	Suntrust Bank. No. 16 Trans-Amadi, Nkpogu, Port Harcourt.	16
18.	Titan Trust Bank. No. 5 OluObansajo Road, Port Harcourt.	14
19.	Union Bank Plot 468, Trans-Amadi, Port Harcourt.	12
20.	United Bank for Africa No. 14B Azikiwe Road, Port Harcourt.	15
21.	Unity Bank No. 28A Aba Road, Port Harcourt	13
22.	Wema Bank. No. 66 OluObansajo Way, Port Harcourt.	16
23.	Zenith Bank. No. 40 Aba Road, Port Harcourt.	13
<b>Total</b>		<b>360</b>

Source: HRM Department of the Banks, 2024.

### **Nature/Source of Data**

Primary and secondary sources of data were used for the study. Questionnaire was used to obtain primary data from the respondents. Data obtained from the respondents was used for the analysis.

### **Instrumentation and Measurement**

Structured questionnaire was used as instrument for the collection of primary data. The instrument was named "Management Sociability and Employee Commitment Index (MSECI). The design of the questionnaire was a five (5) point rating scale format with the following response options: Strongly Agree (5), Agree (4), Moderately Agreed (3), Disagree (2), and Strongly Disagree (1).

### **Validity of the Instrument**

To establish the validity of the instrument, copies of the questionnaire was submitted to experts in test and measurement. Their comments and adjustments were used to validate the final copy of the instrument that was administered.

### **Reliability of the Instrument**

Cronbach Alpha was used in ascertaining the reliability of the instrument considering its ability to ascertain the internal consistency of questionnaire items. A Cronbach Alpha level of 0.70 was used as benchmark. The table below shows the reliability test results:

**Table 2: Cronbach Alpha Reliability Test Results**

Variables	Dimensions/Measures	Items	Alpha
Managerial Sociability	Diplomacy	5	0.815
	Courtesy	5	0.753
	Politeness	5	0.766
Employee Commitment	Affective Commitment	5	0.775
	Normative Commitment	5	0.851
	Continuance Commitment	5	0.789
Firm Factor	Emotional Intelligence	5	0.773

Source: Survey Data, 2024.

### **Administration of the Instrument**

A total of one hundred and eight-six (186) copies of the questionnaire will be distributed with the help of two assistants. The researchers were able to retrieve one hundred and fifty (150) copies of the questionnaire.

### Method of Data Analysis

Mean and standard deviation were used for the univariate analysis while, bivariate analysis was done using Pearson Product Moment Correlation Coefficient. Thus, the multivariate analysis was done using Partial Correlation with the help of SPSS Version 26.0. If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate hypothesis. Alternatively, if the significance level is above the cut-off value, the null hypothesis was accepted.

The following rules will be observed in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicate levels of significance (\* or \*\*) as calculated using SPSS will be accepted and our alternate hypotheses will be accepted and when no significance is indicated in significance value, we will reject the null hypotheses. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study. Both the significance values and the coefficient values will be used.

### Test of Hypothesis

Ho<sub>1</sub>: There is no significant relationship between diplomacy and affective commitment in commercial banks in Rivers State.

**Table 1: Correlations between Diplomacy and Affective Commitment**

		Diplomacy	Affective Commitment
Pearson r	Diplomacy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	150
	Affective Commitment	Correlation Coefficient	.668**
		Sig. (2-tailed)	.000
		N	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 1 above shows r value of 0.668 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating diplomacy and affective commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>1</sub>) which states that there is no significant relationship diplomacy and affective commitment in commercial banks in Rivers State was rejected and the alternate hypothesis (Ha<sub>1</sub>) was accepted. This implies that there is a strong positive relationship between diplomacy and affective commitment in commercial banks in Rivers State.

Ho<sub>2</sub>: There is no significant relationship between courtesy and normative commitment in commercial banks in Rivers State.

**Table 2: Correlation between Courtesy and Normative Commitment**

		Courtesy	Normative Commitment
Pearson r	Courtesy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	150
	Normative Commitment	Correlation Coefficient	.820**
		Sig. (2-tailed)	.000
		N	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 2 above reveals r value 0.820 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating courtesy and normative commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis ( $H_{05}$ ) which states that there is no significant relationship between courtesy and normative commitment in commercial banks in Rivers State was rejected and the alternate hypothesis ( $H_{a5}$ ) was accepted. This implies that there is a very strong positive relationship between courtesy and normative commitment in commercial banks in Rivers State.

$H_{03}$ : There is no significant relationship between politeness and continuance commitment in commercial banks in Rivers State.

**Table 3: Correlations between Politeness and Continuance Commitment**

		Politeness	Continuance Commitment
Pearson r	Politeness	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	150
	Continuance Commitment	Correlation Coefficient	.680**
		Sig. (2-tailed)	.000
		N	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 3 above reveals r value of 0.680 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating politeness and continuance commitment. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis ( $H_{09}$ ) which states that there is no significant relationship between politeness and continuance commitment in commercial banks in Rivers State was rejected and the alternative hypothesis ( $H_{a9}$ ) was accepted. This implies that there is a strong positive relationship between politeness and continuance commitment in commercial banks in Rivers State.

### Summary of Findings

Base on the analyses the study found that:

1. There is a strong positive relationship between diplomacy and affective commitment in commercial banks in Rivers State.
2. There is a very strong positive relationship between courtesy and normative commitment in commercial banks in Rivers State.
3. There is a strong positive relationship between politeness and continuance commitment in commercial banks in Rivers State.

### CONCLUSION

Based on the analyses and discussion of findings, the study concluded that management sociability correlate with employee commitment in commercial banks in Rivers State. It was also concluded that emotional intelligence has a moderating effect on the relationship between management sociability and employee commitment in commercial banks in Rivers State. When employees feel valued and connected to their managers, they are more likely to be engaged, loyal, and committed to the organization. This, in turn, leads to improved job satisfaction, reduced turnover, and higher productivity.

### RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Commercial Banks should encourage open and honest communication with employees while maintaining diplomacy to prevent misunderstandings or conflicts.
2. Managers of Commercial Banks should practice active listening, ensuring that employees feel heard and appreciated.
3. Management of Commercial Banks should establish clear policies that ensure all employees are treated fairly and politely, regardless of their position.

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