

**EMPLOYEE RELATIONS AND JOB PERFORMANCE OUTCOMES
IN SELECTED DEPOSIT-MONEY BANKS IN NIGERIA:
MODERATING ROLE OF ETHICAL ORIENTATION**

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AUGUST, 2022

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MODERATING ROLE OF ETHICAL ORIENTATION**

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**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF DOCTOR OF
PHILOSOPHY (Ph.D) IN INDUSTRIAL RELATIONS AND HUMAN
RESOURCE MANAGEMENT IN THE DEPARTMENT OF
BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND
SOCIAL SCIENCES, COVENANT UNIVERSITY, OTA, OGUN
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AUGUST, 2022

ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfillment of the requirements for the award of the degree of the Doctor of Philosophy (Ph.D) in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State.

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I, **ORENUGA DAVID AYOYINKA (18PAC01868)**, declare that this research work was carried out by me under the supervision of Prof. Rowland E. Worlu and Dr. Olabode A. Oyewunmi both of the Department Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State. I attest that the thesis has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis were duly acknowledged.

ORENUGA, DAVID AYOYINKA

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CERTIFICATION

We certify that the thesis titled “**EMPLOYEE RELATIONS AND JOB PERFORMANCE OUTCOMES IN SELECTED DEPOSIT-MONEY BANKS IN NIGERIA: MODERATING ROLE OF ETHICAL ORIENTATION**” is an original work carried out by **ORENUGA DAVID AYOYINKA (18PAC01868)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Rowland E. Worlu and Dr. Olabode A. Oyewunmi. We have examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy (Ph.D) degree in Industrial Relations and Human Resource Management.

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DEDICATION

This thesis is dedicated to the Almighty God who has sustained me up till this very moment.

ACKNOWLEDGEMENTS

Firstly, I acknowledge the grace of God over my life. He deserves all my appreciation for bringing me this far in my academic pursuit. Thank you, Lord.

I want to appreciate the Chancellor of Covenant University, Ota, Dr. David O. Oyedepo for his excellent leadership of this institution. His insistence on excellence within and outside academia continues to challenge our abilities and potentials as students. I pray the almighty God continues to bless him with the wisdom and strength to achieve excellence in all his endeavours.

Also, my gratitude goes out to the management of Covenant University, the Vice-Chancellor, Prof. Abiodun H. Adebayo; the Registrar, Mr. Emmanuel E. Igbani; the Dean, School of Postgraduate Studies, Prof. Akan B. Williams; the Sub-Dean, Dr. Emmanuel O. Amoo, the Dean of College of Management and Social Sciences, Prof. Abiola A. Babajide; and especially the Head of Department of Business Management Prof. Anthonia A. Adeniji, I appreciate them all and I pray God will crown their efforts with great success as they continue to support the vision of Covenant University.

I want to specially appreciate my supervisor, Prof. Rowland E. Worlu and Co-supervisor, Dr. Olabode A. Oyewunmi. Their selfless support and direction have kept me grounded and ensured my thesis goes in the right direction. May the almighty God reward them greatly for all they have done for me.

Likewise, I also want to appreciate all the faculty members of Business Management that have been helpful and generous with their time and comment during the preparation of this thesis. I sincerely thank Prof. Chinonye L. Moses; I appreciate Prof. Adewale O. Osibanjo's warmth and encouragement; Dr. Olaleke O. Ogunnaike for his help and support throughout the study. I appreciate Dr. Joseph O. Kehinde for his prayers and encouragement, Dr. Ebeguki. E. Igbino, for her kindness, and also Dr. Omotayo O. Adegbuyi for his comments and input throughout the study. My prayer is that the Lord rewards each and every one of them accordingly.

I will also like to appreciate all other members of faculty in the Department, including Dr. Mercy E. Ogbari, Dr. Taiye T. Borisade, Dr. Adebukola F. Oyewunmi, Dr. Stephen I. Ukenna, Dr. Hezekiah O. Falola, Dr. Ayodotun S. Ibidunni, Dr. Daniel E. Ufua, , Dr. Joy I. Dirisu, Dr. Chinyerem O. Adeniji, as well as Dr. Augusta B. Amaihian, Dr. Maxwell A. Olokundun; and Dr. Tolulope O. Atolagbe. My special appreciation goes to Dr. Odunayo P. Salau who contributed greatly to the study.

I appreciate the following fellow students and friends in the department: Dr. Olukemi Ade-Adeniji, Dr. Emmanuel Efe-Imafidon, Dr. Kayode Ojo, Dr. Mary Ezenma, Dr. Emmanuel Okoh, Dr. Stanley Ajalie, Dr. Emmanuel Emielu, Dr. Olufunke Adebayo and Dr. Funmilade Adeoye. You have all been a source of inspiration and support throughout my journey and I appreciate you all for this.

Finally, I want to acknowledge the support of my entire family towards the successful completion of my Ph.D. A big thank you goes out to my parents Pastor and Lady Evangelist Ayo Orenuga for their financial and moral support. To my brothers, Israel and Joseph as well as my sisters Oluwabusayo and Ifeoluwasimi Orenuga; thank you all for your immense support which cannot be adequately put into words. May almighty God reward you all.

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LIST OF ABBREVIATIONS

AB	-	Access Bank
CBN	-	Central Bank of Nigeria
CFM	-	Conflict Management
ECM	-	Employee Communication
EEP	-	Employee Empowerment
ERM	-	Employee Remuneration
FBN	-	First Bank of Nigeria
GTB	-	Guaranty Trust Bank
GFI	-	Goodness of Fit Index
HRM	-	Human Resource Management
IDE	-	Idealism
NFI	-	Normed Fit Index
RMSR	-	Root Mean Square Residual
RTV	-	Relativism
SET	-	Social Exchange Theory
UBA	-	United Bank for Africa
ZB	-	Zenith Bank

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ABSTRACT

This study became necessary due to the occurrence of poor employee relations noticed in many Nigerian banks which in turn affects the job performance of bank employees. In Nigerian Deposit-Money Banks, there have been complaints of poor pay, poor conditions of work, and excessive use of contract staffing among others. Nigerian Deposit-Money Banks often struggle with how to address these employee issues and how to cultivate a healthy relationship with their employees to elicit better job performance. This study therefore, investigated how employee relations and ethical orientation can enhance job performance in some selected deposit-money banks in Nigeria. The study employed a mixed method approach for data collection and a total of 381 copies of questionnaire were administered to bank employees who constitute the respondents of the study. Managers of the selected banks were also interviewed through semi-structured interviews. Structural Equation Model (SMART-PLS) was utilised in analysing the responses extracted from the 316 valid copies of the administered questionnaire. A series of confirmatory factor analyses and structural equation modelling (SEM) were carried out to test the measurement model and developed hypotheses. Thematic analysis was also used for the semi-structured interview responses. Five hypotheses were raised and tested using SEM. The findings revealed a significant influence of conflict management on banks' performance at $r=0.694$, $R^2 = 0.482$, $t = 20.511$ and $P<0.05$. Job performance of selected banks was found to be significantly influenced by employee remuneration at $r=0.722$, $R^2=0.521$, $t=22.836$ and $p<0.05$. Employee communication was also found to significantly influence job performance of selected banks at $r=0.771$, $R^2 = 0.594$, $t=20.722$ and $p<0.05$. Employee empowerment was found to significantly influence the job performance of selected banks at $r=0.733$, $R^2=0.537$, $t=15.361$ and $p<0.05$. Results from the thematic analyses validated the findings from the test of hypotheses. The outcomes of the quantitative and qualitative analysis concluded that employees who are happy with their relationship with their employers are more likely to be happy and productive on the job in the long-run. The fifth hypothesis established the extent to which ethical orientation moderated the relationship between employee relations and job performance of staff in the selected banks. It was recommended that Deposit-Money Banks should encourage and motivate their staff with equitable remuneration to complement a proper ethical orientation strategy. Furthermore, the study recommended that relationship between banks' staff should be strengthened through seminars and workshops to facilitate cooperation and improved job performance.

Keywords: *Employee relations, conflict, communication, empowerment, remuneration, performance.*