

HIGH INVOLVEMENT MANAGEMENT AND EMPLOYEE PERFORMANCE OF DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT:

The aim of this analysis was to determine the relationship between high-involvement management and employee performance at deposit money banks in Rivers State, Nigeria. A cross sectional survey was used, which is a kind of quasi-experimental nature. The sample population consisted of 321 workers from 15 chosen deposit money banks. The cluster sampling method was used to select sample cases in this analysis. The study's main data collection instrument was a questionnaire. The instrument was administered privately to the respondent. To evaluate the hypothesis, the retrieved data were evaluated using the Pearson product moment correlation coefficient statistical method. The moderating effect of workplace satisfaction on the relationship between high involvement management and employee performance was examined using partial correlation. The study showed an important connection between the aspects of high involvement management (incentives, capacity building, and employee participation) and indicators of employee performance (service quality and employee adaptability). Additionally, job satisfaction was found to be a major moderator of the link between high involvement management and employee performance. Thus, the analysis concluded that an employee's performance would be enhanced by a personal interest in the tradition of high involvement management. Thus, the study

proposed that deposit money bank management prioritize employees' capacity-building needs in terms of preparation, as this would improve their performance in the enterprise.

Keywords: Incentives, Capacity Building, Employee Participation, Service Quality, Employee Adaptability, High Involvement Management, Employee Performance.

INTRODUCTION:

The fundamental restructuring of the business landscape, along with the high dynamism of the environment, has caused the majority of companies to turn their focus away from sophisticated equipment acquisition and toward improving high employee performance. To boost employee performance and retain a competitive edge, the majority of businesses have adopted the practice of high involvement management. With the rapid growth of technologies and intense rivalry among businesses, most companies have realized that their long-term viability is contingent not on the amount of equipment they can purchase, but on the performance of their workers. Muda, Rafiki, and Harahap (2014) made a similar argument, arguing that an excess of infrastructure and physical equipment is irrelevant to the viability of company activities without sufficient employee performance. This means that when evaluating the conditions that contribute to a firm's success, employee performance is critical. Venkatraman and Ramanujam (1986) asserted that an organization's performance is a product

of its members' capacity for individual performance. Employee performance is critical to companies because it contributes to the firm's competitive edge (Luthans & Stajkovic, 1999)

Employee performance may be described as the record of accomplishments for each job role over a specified time span (Deadrick & Gardner, 1997). The sum total of an employee's performance results in the organization's performance. This is because it is the sum of individual performance that determines the firm's performance. A business characterized by low-performing employees is doomed to fail within a brief period of time. Employee performance is a metric framework that most businesses use to assess their workforce's capabilities and productivity. Additionally, Iqbal, Ijaz, Latif, and Mushtaq (2015) described employee performance as the effectiveness of an employee's individual activities that lead to the organization's achievement of its goals. Additionally, it determines if an employee is doing his or her job as intended. However, with the inherent characteristic of high involvement management, it is known that companies that adopt high involvement activities would certainly have high-performing workers (Ahmad, Shahzad, Waheed & Khan, 2014). High involvement management is a collection of management strategies that provides staff with expertise and inspiration, resulting in a workforce that provides a competitive edge (Gathrie, 2001). Additionally, Ahmead, Shahzad, Waheed, and Khan (2014) asserted that high involvement management (HIM) fosters teamwork and assists employees in comprehending the organization's goals and community. Substantial research has established a connection between high involvement management (HIM) and a good employee work experience and performance quality (Combs, Liu, Hall & Ketchen, 2006). Lawler (1986)

coined the term "high involvement management" to describe a strategy based on employee involvement. It is a fundamental orientation or strategy taken by management to improve the organization's performance. Numerous scholars have established different aspects of high-involvement management over the years. These dimensions include recruitment, collection, extensive capacity building, teamwork, and performance assessment. (Way, 2002; Datta, Guthrie, and Wright, 2005; Takeuchi & Lepak, 2007; Takeuchi & Lepak, 2008).

Throughout the years, several scholars have explored different methods for improving employee performance. Ibrar and Khan (2015) investigated the effect of reward on employee performance. They discovered a major correlation between the employee's record and performance. Additionally, job design has been shown to predict employee performance (Aroosiya & Ali, Ngugi, 2014; Ali & Zia-ur-Rehman, 2013). Additional variables such as organizational environment, job dynamics, work-life balance, and job satisfaction have been discovered to be predictive of employee performance (Vthayasuriyan, 1989, Evelyne, Kilika & Muathe 2018; Obiageli, Uzochukwu & Ngozi, 2015; Inuwa, 2016). Despite the abundance of longitudinal literature on how to improve employee performance, Ahmad, Shahzad, Waheed, and Khan (2014) investigated the association between high involvement management and employee performance in our research. Their research, however, was conducted in Pakistan. This research is distinct from prior academic studies in that it examines ways to maximize employee performance through the lens of high-involvement management.

STATEMENT OF THE PROBLEM:

The high competitiveness in the banking industry has over the years resulted in the

liquidation of low performing firms. The issue of employee performance has become more necessary than ever if the firm must last the test of time. The problem of employee performance in the banking industry is manifested in poor service delivering. Employee performance is essential for the sustainability of firms and poor performance of employee result in customer dissatisfaction and withdrawal of loyalty. Low employee performance is further detrimental to the success of banking firm because it induces psychological distress in employees reduces competitive position and productivity. HIM creates an opportunity for employees to make decisions and to participate in business. It is seemed to be of relevance to firms because it creates opportunity for capacity building and compensation packages which could boost up the performance of employee. Also, the poor performance of employees could result in loosing large proportion of the market share to competitors. Furthermore, employees in this era of high proliferation of technology are constantly seeking for high quality services from their various banks and inability to deliver such quality of service has overtime made most customers to get dissatisfied which is detrimental to such firm in the long run. Performance of employee play a key role in any banking firms because the level of their performance in the workplace will help retain and enhance their operations. The inability of employee to adapt to circumstances, could further affect them psychologically which may eventually result in poor performance. It is from these various problem that this work seeks to examine the relationship between high involvement management in terms of employee participation, incentive and capacity building with employee performance of deposit money banks in Rivers state.

OBJECTIVES OF THE STUDY:

This work examined the relationship in;

1. Incentive and service quality.
2. Incentive and employee adaptability.
3. Capacity building and service quality.
4. Capacity building and employee adaptability.
5. Employee participation and service quality.
6. Employee participation and employee adaptability.
7. Job satisfaction moderating the relationship between high involvement management and employee performance.

Research Hypotheses:

Ho₁: There is no significant relationship between incentive and service quality

Ho₂: There is no significant relationship between incentive and employee adaptability.

Ho₃: There is no significant relationship between capacity building and service quality.

Ho₄: There is no relationship between capacity building and employee adaptability.

Ho₅: There is no significant relationship between employee participation and service quality.

Ho₆: There is no significant relationship between employee participation and employee adaptability.

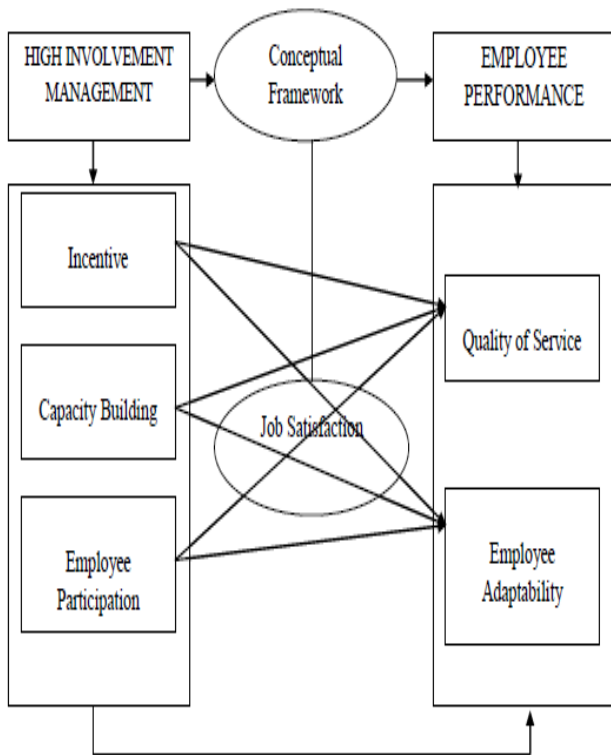
Ho₇: Job satisfaction do not significantly moderate the relationship between high involvement management and employee performance.

LITERATURE REVIEW:

This study is built on the theory of social exchange. To social exchange theory, social behavior is the result of an exchange process. The objective of this transaction is to optimize gains while minimizing costs (Cook, Cheshire, Rice & Nakagawa, 2013). To social exchange, it is the cost/benefit assessment that determines if we engage social interaction (Homans, 1961; Cook, et. al., 2013). This theory is composed of the following components: rewards and their value, social rewards, costs, profit, and equity and distributive justice.

Homans (1961) concluded that certain conceptualizations were not applicable to social behavior when it came to rewards. He used "reward's value" to emphasize reward may have a different value for different people. Profit is proportional to the amount of the Reward and the Cost. Homans introduced this straightforward economic formula as applied to social exchanges (1961).

RESEARCH MODEL:



Source: operationalized by the researcher.
 Figure 2.1 operational framework showing the link in high involvement management, employee performance and job satisfaction

Concept of High Involvement Management:

When a set of workplace innovations is merged, the idea of "High-involvement Management" (HIM) is created. Numerous studies have shown that a variety of high-involvement management strategies, such as self-managed teams, incentive pay plans, and employer-provided training, improve companies' competitiveness and financial performance. However, little is understood

about whether these policies, which provide workers with more control and autonomy, favor employees as well. Recent longitudinal study that attempts to account for employee self-selection into companies that use these strategies discovers that these practices have a relatively beneficial impact on employee wellbeing and other critical facets of workplace well-being. However, the results can vary To the institutional context (Böckerman, 2015).

Lawler (1986) coined the phrase "high-involvement management" to refer to a management style that emphasizes employee involvement. High-involvement management is a management strategy or fundamental orientation directed at improving an organization's economic performance. His entails engaging employees in the process of modifying not just their individual positions, but also the company as a whole (Lawler & Benson, 2003). This concept of "organizational involvement", to Wall, Wood and Leach (2003), encompasses more than just the task involvement synonymous with job enrichment. HIM refers to activities that enable employees to participate in organizations, either directly or indirectly, through the distribution of knowledge and capability development (Wood & Bryson, 2014). Thus, His encompasses two types of activities: those that promote greater diversity, proactivity, and coordination through work organization practices such as teamwork, fluid job assignments, and idea-capture schemes; and those that provide staff with opportunities for expertise and experience development necessary to ensure they have the capacities to perform in an engaged manner. This involve extensive training in teamwork, technical versatility, and idea creation, likewise knowledge exchange, especially regarding the business's economy and demand (Wood & Bryson, 2014).

Böckerman, Bryson, and Ilmakunnas (2013) identified four reasons why HIM can

increase labor productivity and thus employee salaries. To begin, mastering high-involvement activities requires developing firm-specific human resources. This capability development can include both on-the-job and off-the-job preparation, resulting in increased labor productivity. Second, greater workplace control and devolution of decision-making roles to workers enables them to use their tacit understanding of labor and manufacturing processes in ways that are not available while employees merely perform the work duties assigned to them by superiors and supervisors. Third, where partners' labor inputs are complementary, the transition to team-based output that often follows high-involvement strategies will increase labor efficiency. Fourth, by labor intensification (Ramsey, Scholarios, & Harley, 2000) or the motivational impact of increased work fulfillment or organizational engagement that may follow job enrichment, HIM will evoke increased employee initiative (Walton, 1985). Additionally, there are frequently greater motivations to exert greater effort under HIM, as productivity is often related to performance. Earlier research has proven unequivocally that switching to performance-based compensation results in increased employee effort (Hamilton, Nickerson. & Owan, 2003; Boning, Ichniowski & Shaw, 2007). Lawler (1986) develops a theoretical paradigm for high-engagement management based on four principles: information, control, experience, and incentives. This work would incorporate three dimensions; Capacity Building, Incentives, and Employee Participation.

Capacity Building:

Capacity building is the process of improving an organization's management and governance to enable it to better accomplish the objectives and fulfill its mission (Beesley & Shebby, 2010; Connolly & York, 2002). Hughes

(2005) defines capacity building as "the conditions that contribute to the emergence of a learning society for workers." Fullan (2007) describes capacity building in collective terms as "strategic measures taken to boost the group's productivity by demonstrating significant changes in performance, capital extension, and increased motivation among working persons." Gull, Akbar, and Jan (2012) advocated for companies to provide capacity improvement services for workers to increase new and enhanced company awareness and to foster organizational growth. Human capacity growth entails creating conditions that allow individuals to acquire new knowledge and skills and to improve existing ones.

Incentive:

Incentives are characterized as mechanisms by which organizations motivate workers to operate cheerfully and as tangible and moral means of fulfilling individuals' moral and material desires. Palmer (2012) describes rewards as external temptations and motivating forces that motivate a person to work harder; they are provided in exchange for the individual's superior performance, as he would work harder and deliver more successfully if he is satisfied with the organization. The concept of rewards generates considerable consideration, particularly at the outset of the search for skilled workers capable of effectively achieving the institution's goals. The significance of bonuses stems from the employee's need to be rewarded and praised for their contributions. It is reasonable to assert that good organisations establish an aggressive incentive structure capable of influencing workers' performance in a way that motivates them to work harder and achieve the institution's goals. Numerous companies have incentive systems to pay and encourage workers who work beyond and above expectations (Schiller 1996). Incentive programs are tangible or non-monetary

incentives provided to workers to motivate them to put in more work on any given assignment.

Employee Participation:

Participation of employees has been shown to be an effective management strategy for increasing employee satisfaction (Cotton & Vollrath, 1988). Participation is described classically as "involvement" (Vroom, 1974). To certain organizational scholars, participation in an organisation has several aspects. It is: (1) a means by which employees can accomplish their objectives; (2) a means by which employees can share ideas; and (3) a means by which employees can be assigned duties (Gibson, Ivancevich & Donnelly, 1992). Employee participation is seen as a critical component of successfully implementing new management techniques and plays a significant role in assessing job satisfaction (Ardichvili & Page, 2003). This raises the employee's dedication and inspiration. Additionally, Higgins (1982) argues that participation is a mental and emotional reflection that results in the accomplishment of individual and organizational objectives, especially when the organization's environment is supportive (Ardichvili & Page, 2003). Participation is an interpersonal process that empowers workers with the authority to make decisions and the corresponding level of accountability, so they feel a sense of ownership over the organization's performance. With participation in side, their enthusiasm grows, resulting in both personal and corporate gains (Kim, 2002).

In the other hand, researchers contend that participation is a collaborative process in which staff and administrators collaborate to solve challenges and make decisions as a team (Rosidi 1999; Kim 2002). Consultative management places a premium on employee involvement, asking workers to first comprehend a recent issue and then decide on a

solution. This strategy generates three concepts: (1) personal and behavioral commitment; (2) desire to contribute to the organization's success; and (3) acceptance of obligation.

Concept of Employee Performance:

This is the accomplishment of specific tasks in accordance with specified or established criteria for accuracy, completeness, cost, and speed (Afshan, Sobia, Kamran and Nasir, 2012). The word "employee performance" is an entity's workplace accomplishments as a result of exerting necessary effort on the job, and is synonymous with obtaining productive jobs, an active profile, and caring coworkers/employers. To best leverage human capital and contribute to corporate growth, a company enterprise must have an appropriate employee performance management framework. The performance-based goal is supposed to be consistent with corporate policies, transforming the whole framework from an event-driven to a strategic and people-centric viewpoint (Jena & Pradhan, 2014; London, 2003; Mone & London, 2009).

Performance is typically characterized in an organizational sense members inputs in attaining organization's goals. In service-oriented companies, employees are a key source of competitive advantage (Luthans & Stajkovic, 1999; Pfeffer, 1994). Employee performance is critical to corporate success; measured in terms of quantity, quality, timeliness, attendance at work, and cooperativeness (Güngör, 2011). Macky and Johnson noted that increased employee performance would also benefit the company. Effective performance of labour has been associated with an improvement in consumer perceptions of service quality, while ineffective workers performance has been associated with an increase in customer complaints and brand switching. To summarize, employee performance is the associated tasks

that a worker is required to conduct and the effectiveness of which such activities are performed. Then, several company personnel directors evaluate each employee's performance annually or periodically to assist workers in identifying recommended areas for change.

Employee performance is measured in terms of production quality and quantities, attendance at work, accommodating and supportive disposition, and output timeliness. To the findings of Yang's (2008) report on individual performance, individual performance cannot be confirmed. To Yang (2008), Bishop (1987) studied employee performance and discovered that acknowledgement, appreciation, and compensation of employee performance influence employee efficiency discrimination. Employee morale and efficiency are strongly affected by an organization's performance effectiveness and incentive management scheme (Yazc, 2008).

Quality of Service:

Kotler and Keller (2006) described service as any act or performance offered by one party to another that is ultimately intangible and does not result in the transfer of property. Its output is not often associated with a tangible object. Due to the critical position of workers in service organisations and the high importance placed on service quality by consumers, management will need to implement a method or strategy that produces acceptable results. Looy, Gemmel, and Van Dierdonck (2003) describe service quality as an attitude that reflects an overall assessment of the service rendered over time. Sureshchander, Chandrasekharan, and Anantharaman (2002) define service quality as the how customers' normative expectations of a service differ from their perceptions of its performance. Grönroos (2001) argues that since the features of the

majority of services are complicated, their quality may be complex as well, in contrast to the quality of products, which is generally associated with the technological requirements of the goods. When it comes to products, the outcome or end result of the operation is passed to the customer; but, when it comes to services, whether high-tech or high-touch, isolated or constant, the way service workers conduct their jobs, what they think, and how they do it all have an effect on the customer's perception of the service and their contact of it. However, these interactions are mostly the result of collaboration in workers who have direct communication with consumers and customers themselves, and may be in a greater position to consider and resolve their service-related issues.

Due to the intangibility of utilities, consumers search for concrete indicators of the value of the service they are purchasing. However, the rest of the clues they need are gleaned from their experiences with the service provider (the contact employee). a significant portion of their evaluations would be based on the behaviors and characteristics shared by those workers. To Sureshchander et al. (2002), companies should plan, motivate, and encourage workers who exhibit beneficial behaviors during service interactions. Zeithaml et al. (2006) concluded that by delivering high-quality facilities, pleased workers result in satisfied consumers.

Employee Adaptability:

It is no longer surprising that in the corporate world, variety and dynamics take precedence. Thus, the willingness of employees to respond to shifting market conditions and demands enables them to become more productive and useful to the company. To Pulakos et al (2000), employee adaptability is the ease with which workers respond to and cope with a situation, the ease with which they

can change their orientation or emphasis when appropriate, and the how they take responsible actions despite the inherent complexity and confusion in the situation. A responsive workforce enables an organisation to evolve and react to workplace innovations while meeting changing performance criteria (Miller, 2002). employers trust workers who can adapt to evolving demands and seize opportunities to develop their skills (Ngo & Loi 2008; Roehling, Cavanaugh, Moynihan & Boswell, 2000). Indeed, To a study of human resources experts, adaptability is one of the most desirable skills for both new and seasoned employees (Society for HRM, 2008). Organizations expect that workers can retain optimistic feelings about their jobs and a high point of performance as a result of their acquisition of new skills and procedures. Adaptability in the workplace refers to an employee's capacity to adjust to changing job environments. An adaptable employee will perform independently or admirably in a group setting.

Cullen, Edwards, Casper, and Gue (2014) conclude that while transition occurs often in today's workplace, maximizing employee retention and performance involves awareness of change-related attitudes and individuals' change-related dispositions. Ito and Brotheridge (2005) discovered that PDM and autonomy, likewise supervisory job support (information, guidance, and encouragement), both contributed to this career adaptability. Additionally, these behaviors were correlated with increased dedication and decreased plans to leave. Career adaptability favorably bonded dedication and desire to leave, implying that management practices that promote career adaptability can have unintended consequences.

Job Satisfaction:

Job satisfaction is one's nuanced attitude regarding his/her job. It is a pleasurable

passionate feeling that occurs as a result of one's job being evaluated to Vroom (1964), the word 'employment' refers to laborers' prompt assigning of jobs and participation in a particular work organization. Job satisfaction refers to a man's sense of satisfaction at work, which serves as an inspiration to continue working. It is not only about satisfaction, joy, or self-happiness, but also about job satisfaction.

Hoppock (1935) has a vision. Job satisfaction refers to the set of social, physiological, and environmental factors that contribute to a man saying frankly, "I am pleased with my job." Job satisfaction is a mindset that develops as a result of the adjustment and consolidation of various specific interests related to the job. Vroom (1964) observes that job satisfaction is a person's optimistic attitude toward all aspects of their work situation. Job satisfaction, To Locke (1979), is a pleasurable or optimistic enthusiastic condition that results from an assessment of one's or job experiences. Job satisfaction, it can be deduced, is an inconsistent arrangement of variables that are largely expressed by employee appreciation and preferences (Thiagaraj & Thangaswamy, 2017). It can be thought of as an inspirational mentality or a pleasurable excited condition that develops as a result of specific market experiences.

Job satisfaction is a mind-boggling and important concept for HRM to grasp, since the majority of workers do not believe their job is paid adequately. Nor do they have confidence in their organisations' ability to attract and train high-quality entertainers, likewise handle them effectively. Shah (1990) believes that investigating job satisfaction provides management with a wealth of knowledge about the job, the employee, and the environment, which aids in decision-making and modifying organizational methods and behavior. It reflects the organization's overall satisfaction with its programs, approaches, and so forth. It

contributes to improving workers' attitudes toward their jobs and promotes employee reconciliation with the organisation. It instills a sense of identity and participation, resulting in an overall increase in the organization's efficiency.

Empirical Review:

Voipio (2014) investigated the link in HIM practices and creative behavior among employees. The data came from the MEADOW survey in Finland, which includes over 1000 joint employer-employee findings. The thesis's central finding is that behaviors that improve opportunities and abilities are correlated with creative actions. Additionally, tendency score matching shows that bundling the various practice styles increases the likelihood of creative actions.

Wood and Ogbonnaya's (2016) study, which uses data from the 2011 British Workplace Employment Relations Survey, demonstrates that all aspects of high-involvement management—role- and organizational-involvement management—remained favorably correlated with economic performance as the economy recovered from recession. Recessionary actions had a detrimental effect on the job satisfaction and well-being of employees. In the case of corporate involvement management, it decreased job stress and ill-being, implying that it could provide employees with additional knowledge and certainty about the future.

Sofijanova and Zabijakin-Chatleska (2013) investigated the connection in employee decision-making and problem-solving involvement and perceived organizational performance. The data were gathered by a survey of 36 manufacturing firms in Macedonia. A hypothesis evaluation was conducted using a quantitative approach and data collection. More specifically, employee participation and leadership activities, likewise the use of self-

managing teams, are all positively correlated with managers' perceptions of corporate performance. To the findings, businesses are urged to implement employee involvement initiatives to boost performance, productivity, and competition on the regional and global markets.

Kuye and Sulaimon (2011) investigated the connection in employee decision-making and company performance in the Nigerian manufacturing sector. Employee involvement in decision-making and performance variables were collected through questionnaires distributed to 670 manufacturing firms. Statistical analysis of the survey responses was performed using descriptive statistics, product moment correlation, regression analysis, and the Z-test (approximated with the independent samples t-test). The study's findings show a statistically significant association in employee involvement in decision-making and company performance. Ahmad, Farrukh, and Nazir (2014) examined the factors that contribute to an employee's workplace performance. To determine the importance of intrinsic characteristics such as capacity building and extrinsic characteristics such as supervisory support and organizational support for career development in employee productivity. A quantitative analysis methodology was used, and middle level banking sector workers were chosen to analyze this concept. We ensured the reliability and validity of 45 items and used SPSS version 20 for model testing using the multiple regression analysis methodology. The research findings indicate that supervisory and organizational encouragement for career growth has a negligible effect on the banking sector's employees' performance, while capacity building results in an employee's performance improvement.

Piriyathanalai and Muenjohn (2012) examined employee satisfaction with regard to business-related elements, which could have an effect on

service delivery, expense, and quality in the logistics industry. About 2007 and 2008, 67 respondents from eight logistics companies in Thailand took part in the investigation. Employee satisfaction with business-related elements had a strong correlation with service quality, service expense, and service delivery. It was discovered that supervision type had the strongest connection on service quality, while pay had the least impact on service expense but had a clear effect on service quality and execution.

METHODOLOGY:

This study adopted the quasi-experimental research design. This is particularly so, as it is most appropriate where the researcher have no control over the variables under study. More specifically, the cross sectional survey will be adopted. The accessible population of the study are 321 employees of 15 selected banks in Port Harcourt. These banks were selected for the study as a result of easy accessibility and it is cluster around Trans-Amadi industrial layout. A cluster sampling was used in this study. This technique was employed because it gives a sample that is a true representative of the entire population and reduces the tendency of researcher bias in selecting the sample cases. The Yamene (1968) formula for sample size determination at 95% confidence interval was used to arrive at a sample size of 178. Questionnaire was the main source of data collection. The questionnaire was structured in the form of an open ended and multiple choice format. The questionnaire was structured into two parts, the first section deal with personal and demographic representative of the respondents. While the second section produce response regarding idea of the respondent as it relates to the variables under study. The high involvement management which is the independent variable was operationalized and

measured with 15 items as contained in Ahmad, Shahzad, Waheed and Khan (2014). 5 items each was used in measuring; incentives, capacity building and employee participation. Employee performance was operationalized in service quality and employee adaptability as given in Cameron (1986). Each was measured with 4 items. The moderating variables of this study which is job satisfaction was measured with 5 items to ascertain its influence on the link in high involvement management and employee performance. The response to these items was measured on a 4 point likert, scales ranging from 1 - 4. Where 1 = strongly disagree, 2 = Disagree 3 = Agree and 4 = strongly agree. The Pearson product moment correlation statistical analysis was used in analyzing the hypothesis to ascertain the link in high involvement management and employee performance through the use of Statistical Package for Social Sciences (SPSS) version 21. The partial correlation was used in testing the moderating effect of job satisfaction to ascertain how it moderate the link in high involvement management and employee performance.

RESULT:

Out of the 178 questionnaire distributed to respondent, only 148 (83%) copies were returned. Thus, the analysis was based on the 148 copies completely filled and returned from respondent. The hypotheses test is undertaken at a 95% confidence interval implying a 0.05 level of significance

Decision Rule:

Where $P < 0.05$ = Reject the null hypotheses
Where $P > 0.05$ = Accept the null hypotheses

Table 1 Incentive and Service Quality

		Incentive	Service Quality
Incentive	Pearson Correlation	1	.569**
	Sig. (2-tailed)		.000
	N	148	148
Service Quality	Pearson Correlation	.569**	1
	Sig. (2-tailed)	.000	
	N	148	148

Table 3 Capacity Building and Service Quality

		Capacity building	Service Quality
Capacity building	Pearson Correlation	1	.374**
	Sig. (2-tailed)		.000
	N	148	148
Service Quality	Pearson Correlation	.374**	1
	Sig. (2-tailed)	.000	
	N	148	148

Hypothesis one: Incentive and Service Quality – the result in table 1 reveals that there is a significant link in Incentive and Service Quality (where rho = .569 and p =0.000) hence we find that Incentive is associated with Service Quality and based on the decision rule of p < 0.05 for null hypotheses rejection; we therefore reject the null hypothesis.

Hypothesis three: Capacity Building and Service Quality. Result in table 3 reveals that there is a significant link in Capacity Building and Service Quality (where rho = .374 and p =0.000) hence we find that Capacity Building is associated with Service Quality and based on the decision rule of p < 0.05 for null hypotheses rejection; we therefore reject the null hypothesis.

Table 2 Incentive and Employee Adaptability

		Incentive	Employee Adaptability
Incentive	Pearson Correlation	1	.182*
	Sig. (2-tailed)		.027
	N	148	148
Employee Adaptability	Pearson Correlation	.182*	1
	Sig. (2-tailed)	.027	
	N	148	148

Table 4 Capacity Building and Employee Adaptability

		Capacity building	Employee Adaptability
Capacity building	Pearson Correlation	1	.174*
	Sig. (2-tailed)		.034
	N	148	148
Employee Adaptability	Pearson Correlation	.174*	1
	Sig. (2-tailed)	.034	
	N	148	148

Hypothesis two: Incentive and Employee Adaptability – table 2 result reveals that there is a significant link in Incentive and Employee Adaptability (where rho = .182 and p =0.027) hence we find that Incentive is associated with Employee Adaptability and based on the decision rule of p < 0.05 for null hypotheses rejection; we therefore reject the null hypothesis.

Hypothesis four: Capacity Building and Employee Adaptability – the analysis in table 4 indicated that there is a significant link in Capacity Building and Employee Adaptability (where rho = .174 and p =0.034) hence we find that Capacity Building is connected with Employee Adaptability and based on the decision rule of p < 0.05 for null hypotheses

rejection; we therefore reject the null hypothesis.

Table 5 Employee Participation and Service Quality

		Employee participation	Service Quality
Employee participation	Pearson Correlation	1	.561
	Sig. (2-tailed)		.048
	N	148	148
Service Quality	Pearson Correlation	.561	1
	Sig. (2-tailed)	.048	
	N	148	148

Hypothesis five: Employee Participation and Service Quality – the result in table 5 reveals that there is a significant link in Employee Participation and Service Quality (where rho = .561 and p =0.048) hence we find that Employee Participation is related with Service Quality and based on the decision rule of $p < 0.05$ for null hypotheses rejection; we therefore reject the null hypothesis.

Table 6 Employee Participation and Employee Adaptability

		Employee participation	Employee Adaptability
Employee participation	Pearson Correlation	1	.710
	Sig. (2-tailed)		.031
	N	148	148
Employee Adaptability	Pearson Correlation	.710	1
	Sig. (2-tailed)	.031	
	N	148	148

Hypothesis six: Employee Participation and Employee Adaptability – the result in table 6 reveals that there is a significant link in Employee Participation and Employee Adaptability (where rho = .710 and p =0.031) hence we find that Employee Participation is

associated with Employee Adaptability and based on the decision rule of $p < 0.05$ for null hypotheses rejection; we therefore reject the null hypothesis.

Table 7 Moderating Role of Job Satisfaction on the link in High Involvement Management and Employee Performance

Control Variables			High Involvement Management	Employee Performance
-none-a	High Involvement Management	Correlation	1.000	.675
		Significance (2-tailed)	.	.005
		Df	0	146
	Employee Performance	Correlation	.675	1.000
		Significance (2-tailed)	.005	.
		Df	146	0
Job Satisfaction	High Involvement Management	Correlation	1.000	.684
		Significance (2-tailed)	.	.003
		Df	0	145
	Employee Performance	Correlation	.684	1.000
		Significance (2-tailed)	.003	.
		Df	145	0

Hypothesis seven: Job Satisfaction does not significantly moderate the link in High Involvement Management and Employee Performance – the result in table 7 reveals that Job Satisfaction significantly moderates the link in High Involvement Management and Employee Performance. Without a moderating variable, the link in High Involvement Management and Employee Performance is at a significant value $p = 0.005$, and a correlation of rho = 0.675. With the influence of a moderating variable (Job Satisfaction), the significance becomes $p = 0.003$, at rho = 0.684. The partial correlation analysis shows that Job Satisfaction significantly moderates the link in the High Involvement Management and Employee

Performance. Therefore, the seventh null hypothesis is rejected and the alternative accepted.

DISCUSSION OF FINDINGS:

The study's results indicate that there is a significant association in the aspects of high involvement management and employee performance metrics. The below is a concise discussion.

Incentive and Service Quality:

The results indicate a substantial association exists in incentive and service quality ($\rho = .569$ and $p = 0.000$). Alfandi and Alkawsaneh (2014) discovered that four variables had a direct effect on employee performance: moral incentives, compensation, the effectiveness of the reward system, and promotions. Salary, incentive, and allowance programs all contribute to an employee's performance (Yamoah & Maiyo, 2013). Piriathanalai and Muenjohn (2012) observed a strong correlation in employee satisfaction with business-related components and service quality, expense, and delivery. It was discovered that supervision type had the strongest correlation with service quality, while pay had the least impact on service expense but had a clear effect on service quality and execution.

Incentive and Employee Adaptability:

The study shows a strong correlation in Incentive and Employee Adaptability ($\rho = .182$ and $p = 0.027$). To Shahzadi, Javed, Pirzada, Nasreen, and Khanam (2014), intrinsic benefits have a strong positive correlation with employee performance. Additionally, Falola, Ibidunni, and Olokundun (2014) found a positive correlation in incentive programs and employees' job adaptation. Employers of labor and policy makers, on the other hand, should make an effort to evaluate incentive programs at different stages to win workers' loyalty and

satisfaction (Falola, Ibidunni & Olokundun, 2014).

Capacity Building and Service Quality:

To the study, a substantial association exists in capacity building and service quality ($\rho = .374$ and $p = 0.000$). Ahmad, Farrukh, and Nazir (2014) found that developing an individual employee's capacity improves performance. Employee capacity development results in increased performance. Gull, Akbar, and Jan (2012) advocated for companies to provide capacity improvement services for workers to increase new and enhanced company awareness and to foster organizational growth. Additionally, they say that in a competitive market setting, capacity building systems are critical for retaining and enhancing employee performance. To Sureshchander et al. (2002), companies should train and motivate their workers to exhibit desirable behaviors during service interactions. Zeithaml et al. (2006) concluded that pleased workers result in satisfied consumers as they provide high-quality services.

Capacity Building and Employee Adaptability:

The findings indicate a substantial association exists in capacity building and employee adaptability ($\rho = .174$ and $p = 0.034$). Wing (2004) claims that being able to fulfill a capacity building task requires an organisation to provide an adequate number of personnel with the requisite expertise and skills, relevant and adequate technological and management structures, appropriate physical facilities, and adequate financial and other tools. Thus, capacity building does not have to be limited to personnel training; it can also entail overhauling processes, remodeling physical structures, recruiting new personnel, and optimizing the use of existing services to respond to a changing environment (Wing,

2004). Change is a constant in today's workplace (Cullen et al, 2014). However, teaching does not necessarily resolve issues of job performance (Yamoah & Maiyo, 2013).

Employee Participation and Service Quality:

Correlation analysis indicates a substantial association exists in employee participation and service quality ($\rho = .561$ and $p = 0.048$). To Sofijanova and Zabijakin-Chatleska (2013), employee involvement and leadership activities, likewise the use of self-managing teams, have a direct and statistically relevant association with managers' perceptions of organizational performance. Businesses are urged to implement employee engagement strategies to boost performance, productivity, and competition on the regional and global markets (Sofijanova & Zabijakin-Chatleska, 2013). Grönroos (2001) argues that since the features of the majority of services are complicated, their quality may be complex as well, in contrast to the quality of products, which is generally associated with the technological requirements of the goods.

Employee Participation and Employee Adaptability:

Bivariate research shows a significant association in employee participation and adaptability ($\rho = .710$ and $p = 0.031$). Employee participation is seen as a critical component of successfully implementing new management techniques and plays a significant role in assessing job satisfaction (Ardichvili & Page, 2003). This raises the employee's dedication and inspiration. Their morale grows as a result of their participation, which benefits both individuals and organizations (Kim, 2002). Participation is a collaborative process in which staff and administrators collaborate to solve challenges and make decisions as a team (Rosidi 1999; Kim 2002). Participation in decision-making (PDM) and autonomy, in conjunction

with supervisory career support (information, guidance, and encouragement), aided in the development of this career adaptability (Ito & Brotheridge, 2005).

Moderating effect of Job satisfaction on the link in high-involvement management and employee performance:

The study shows that Job Satisfaction modifies the link in High Involvement Management and Employee Performance considerably ($\rho = .684$ and $p = 0.003$). This is consistent with the findings of Ahmad, Shahzad, Waheed, and Khan (2014), who found a close correlation in high involvement management and employee performance, and a related link in job satisfaction and employee performance. Shah (1990) believes that investigating job satisfaction provides management with a wealth of knowledge about the job, the employee, and the environment, which aids in decision-making and modifying organizational methods and behavior. Job satisfaction helps in enhancing the attitudes of employees towards the job and encourages reconciliation of employee with the organization. It instills a sense of identity and participation, resulting in an overall increase in the organization's efficiency. It enables associations to understand exactly what employers need and how management operates. In this way, it promotes collaborative resolution of grievances and other unfavorable situations. (1990, Shah).

CONCLUSION AND RECOMMENDATIONS:

As a result of the study's results, it is clear that high-involvement management will improve employee performance. The important association in incentive and service quality and employee adaptability demonstrates that employee incentives have an effect on their behaviour, which in turn has an effect on their performance in the company. The bivariate analyses demonstrate that there is a significant

association in high involvement management and employee performance. This means that as management's level of involvement increases in terms of incentive, capacity building, and employee participation, the employee's performance will also improve significantly; conversely, as management's level of involvement decreases, the employee's performance will also decrease significantly. Job satisfaction, once again, exerts a major moderating effect on the link in high involvement management and employee performance. This means that when employees are satisfied at work and different aspects of their employment, their morale tends to improve, and such satisfaction strengthens the effect of high-involvement management on their employees' performance. In conclusion, a financial interest in high-level management will improve employee performance. Additionally, ensuring employee satisfaction at work would increase their performance and therefore the organization's future. From the study's results and conclusion, the following recommendations are made.

1. The deposit money banks' management should ensure capacity building by preparation, as this would increase their expertise and performance.
2. The management of deposit money banks should ensure that workers have learning opportunities to help them become more adaptable.
3. Deposit money banks should provide stimulating benefits to their workers as a means of motivating them to increase their service delivery quality.
4. Deposit money bank management should engage in high-involvement activities that can help employees improve their expertise in delivering resources on the job.
5. The management of deposit money banks should foster an atmosphere that encourages employee participation in decision-making,

as this would increase the employee's sense of belonging and adaptive capacity within the company.

6. Deposit money banks should ensure that their workers' educational needs are met to keep their skills current and discourage them from being redundant in the workplace.
7. The management of deposit money banks should foster an environment that fosters employee satisfaction, as this would go a long way toward enhancing the organization's services.

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