

Enhancing Job Engagement through Employee Voice in Nigerian Banking Industry

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Abstract: *A key strategy for sustained competitive advantage is to have highly engaged employees. Results from previous researches revealed low levels of employee engagement in organizations. This study investigated how the use of employee voice will enhance job engagement in Nigerian Banking Industry. Quality circles was used as an empirical referent of employee voice; job design and line managers' supervisory role were used to measure job engagement. The result from a sample of one hundred and eighty-six participants showed a strong positive association between quality circles and job design; quality circles and line managers' supervisory role. Implications of these findings were discussed and recommendations proffered.*

Keywords: *Employee Voice, Quality Circle, Job Engagement, Job Design, Line Managers' Supervisory Role*

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I. Introduction

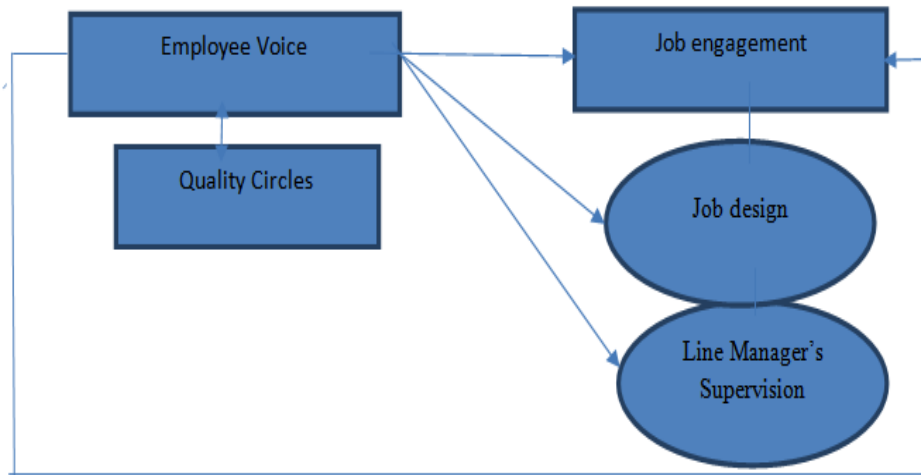
Employee engagement has become the buzz word used by management practitioners and researchers. It is believed that in today's turbulent environment, a key strategy for sustained competitive advantage is having employees who are totally committed to their job and organization (Macey and Schneider, 2008; Haid and Sims 2009; MacLeod and Clarke 2009; Rashid et al., 2011; Vlack 2015). Research evidence shows that high levels of employee engagement lead to better organizational and job performance, higher productivity, more customer satisfaction, reduced employee turnover and low intentions to quit (Barrick et al, 2015; Levinson, 2007; Cleland et al, 2008; Rich et al 2010; MacLeod and Clarke 2009; Alarcon and Edward 2010; Armstrong 2012). The importance attached to employee engagement has led to a proliferation of studies by researchers to show its relationship to other organizational level outcomes such as: work design, human resources management practices and CEO transformational leadership (Barrick et al, 2015; Bologna et al, 2015); pay and job content (Mohapatra and Sharma (2010); employer branding, discretionary effort and employee expectation (Piyachat et al 2014); spirituality (Roof 2015); organizational performance (Balain and Sparrow 2009; MacLeod and Clarke, 2009; Vlack 2015); Team leadership (Zhu et al 2015); and job performance (Rich et al, 2010). Shuck and Reio (2014) report that highly engaged employees exhibit higher psychological well-being and personal accomplishment.

Recent study by Vlack (2015) revealed that employee engagement has reached its highest since the year 2000, yet only 31.5% of US workers are engaged in their jobs. Truss et al (2006) in MacLeod and Clark (2009:15) found that 'only three in ten of UK employees were actively engaged in their work'. Nwakogo (2013) reports that over 70% of Nigerian employees in the workplace are not fully engaged in their work; he further maintained that lack of employee engagement costs the US economy \$11 billion in lost revenues annually and the situation is worse in Nigeria. From these researches it is clear employee engagement is still a problem in most organizations. We therefore propose that when workers are given voice by the use of quality circles in an organization it will lead to high employee engagement. There is a dearth of research studies on the relationship between employee voice and employee engagement. Previous studies have attempted to bridge this gap (MacLeod and Clarke, 2009; Dronney, 2014; Allen and Rogelberg, 2013; Rees et al, 2013). These studies however, were carried out in Western countries and the dimension of employee voice used was team briefing. Cox et al (2006) argued that different forms of voice differ in the type of influence employees have over decision making in the organization. Some form of voice mechanism gives employees more influence than others on decisions taken in organizations, such as Quality circles (King, 2007; Elvins, 1985; Lees and Dale, 2007). The focus of most research on engagement has been on overall engagement i.e. job and organizational engagement (MacLeod and Clarke, 2009; Armstrong, 2012; Rees et al, 2013; Shuck and Reio, 2014; Truss et al, 2006; Balain and Sparrow, 2009). Our study departs from this view of engagement by considering job engagement. Saks (2006) believe there is need for additional research into the factors that affect job engagement

which is distinct from organizational engagement, because the antecedents and consequences of engagement depends on the type of engagement in question. MacLeod and Clarke (2009) reported that employees decide on the level of engagement they want to offer the employer. We believe that it is the employee who determines if he/she is willing to go the extra mile for the organization, hence our emphasis on job engagement.

The more engaged employees are to their work, the greater the amount of cognitive, emotional and physical resources they will devote to their job duties. We examined the relationship between employee voice and workers job engagement based on the conceptual framework below:

Figure 1. Theoretical Model showing association between Employee Voice and Job Engagement



Employee Voice

The concept of “employee voice” dates back to the work of Hirschman (1971) who studied responses of declining organizations in terms of exit and voice. Hirschman’s Exit-voice-Loyalty framework sought to explain why some consumers, who are dissatisfied with a firm’s product, will stay and fight rather than switch to the product of another (Lewin and Mitchell 1992). Freeman and Medoff (1984) extended the usage of voice to include consensual forms of voice, whereby employees might help improve organizational performance by contributing ideas; and conflictual forms of voice, which could channel employee discontent. In the modern literature, Employee voice is used to tackle the dilemma over the use of employee participation and employee involvement. Several researchers (Salamon, 2000; Hyman and Mason, 1995; Heller et al, 1998; Strauss, 2006) have looked at the two terms claiming there are differences but not being able to clearly distinguish these differences. Employee participation, employee involvement and employee voice are used interchangeably by most researchers (Marchington et al 1994; Acker et al 2006; Van Buren and Greenwood 2008;) to describe employee involvement in decision making in organizations. Irrespective of the different terminology used - employee participation, employee involvement, or employee voice – the unifying theme is employees’ role in the decision making aspect of organizational life, and management ability to give employees some sort of control over decisions made in the organization that would affect them. The same measures are also used by researchers to operationalize the concept (Marchington et al 1994; Cox et al 2006).

From the foregoing we believe employee voice is a term that best describes workers’ participation in the decision making process of the organization because it “embraces both employee participation and employee involvement” (Armstrong 2003:808). Employee voice as defined by Armstrong (2003:808) comprises “arrangements for ensuring that employees are given the opportunity to influence management decisions and to contribute to the improvement of organizational performance”. Boxall and Purcell (2011:160) see employee voice as ‘all types of opportunities where employees can have their say and exert some influence over workplace decisions that affect their interests’. Employee voice has been categorized as: Representative participation/indirect employee voice and upward problem solving/direct employee. Indirect employee voice could be expressed by means of Joint Consultation, Collective representation, partnership schemes and works councils. Direct employee voice could be in the form of employee attitude survey, suggestion schemes, team briefing and quality circles (Marchington et al, 2001; Lavelle et al, 2010). This study however will examine quality circle as a direct form of employee voice. This is because researches (King, 2007; Elvins, 1985; Lees and Dale, 2007; Okpu and Jaja 2014) have proved that quality circles provide employees’ with better voice options.

2.1 Quality Circles

Organizations that implement quality circles are committed to giving employees' voice. Elizur (1990) defines Quality circles (QC) as "small groups of employees in the same department who voluntarily and regularly meet to identify, discuss and propose solutions to work-related problems." According to Cox and Dale (1985:21) "Quality circles represent a participative management style and the board and or senior management must be enthusiastic about more employee involvement." Quality circle offers managers and subordinates opportunity to continuously exchange ideas and information and solve work related problems (Dhillon, 1988). Several studies have highlighted the importance of implementing quality circles in organizations (Werther, 1983; Elizur, 1990; Dhillon, 1988; Okpu and Jaja, 2014). It is a means for employees to have a voice in the organization because employees know more about problems in their work than anyone else; and they are in a better place to proffer solutions (Brennan, 1992; Okpu and Jaja 2014). In the same vein, Dasgupta (2014) opine quality circles offers tangible and intangible benefits to organizations. The tangible benefits are reduction of defects, wastes and quality improvements in products and services. Intangible benefits occurs through the promotion of employee participation which improves teamwork and enhance the problem solving capabilities of circle members. In his study Elizur (1990) found that the use of quality circles in organizations enabled employees' to have more influence, autonomy, opportunity to suggest changes and implement them and higher job satisfaction. These benefits notwithstanding, researchers (Brennan 1992; Schonberger, 2007; Dale, 1984; Shea, 1986) reported quality circles are not actually successful in most firms because middle managers do not believe in the efficacy of quality circle activities and there is lack of support from Unions. Majumbar and Mahohar (2011) highlighted three key areas that limit the success of quality circles as: organizational issues; operational issues and circle formation at the implementation stage.

For quality circles to be successfully implemented in organizations there is need for support from top level and middle level managers as well as members of the circle (Dasgupta, 2014). Quality circle thrives in an organizational culture that promotes participation or gives employee voice (Syla, 2013; Wijesinha, 2015).

2.2 Job Engagement

Kahn (1990:694) was one of the earliest researchers to use the concept 'engagement'. He defined it "as the harnessing of organization members' selves to their work roles" whereby "people employ and express themselves physically, cognitively and emotionally during role performances". Truss et al (2006:1) stated that 'the engaged employee is the passionate employee, the employee who is totally immersed in his or her work, energetic, committed and completely dedicated'. Wefald and Downey (2009) believe engagement is a psychological state of fulfillment of an individual's tasks at work. Leiter and Bakker (2010:1) defined job engagement as "a positive, fulfilling, affective-motivational state of work-related well-being". Schaufeli (2013) reiterated that engagement is related to job demands, job resources and job performance, therefore job engagement is a psychological state employees' experience at work. The above definitions highlight the fact that there is consensus with several researchers that job engagement is a psychological state whereby employees are energized to give their best to their task role. Armstrong (2012) believes job engagement describes how employees feel when they are interested, positive and excited about their jobs. These employees exhibit extra discretionary behavior and are motivated to achieving high levels of performance.

Maslach et al (2001) sees engagement as being distinct from organizational commitment, job satisfaction or job involvement because their focus is on the organization itself. For them job engagement provides a more comprehensive explanation of workers relationship with their work/job. Job engagement is enhanced through good job design, learning and development programmes, performance management, quality leadership and rewards (Armstrong 2012). These factors affect the level of employees' engagement to their job. Rafaeli (1985) opined that quality circles enhance employees' involvement and satisfaction with their jobs. Research by Shantz et al (2013) revealed that workers with jobs offering high levels of autonomy, task variety, task significance and feedback, were more highly engaged and exhibited superior performance outcomes. In the same vein several studies (Christian et al, 2011; Lee and Ashford, 1996; Tims and Bakker, 2014) have reported that a good job design enhances employees' engagement. There is strong support in the literature of the positive association between line managers' supervisory role and job engagement (Schaufeli and Salanova, 2008; Townsend and Loudoun 2014; Shuck et. al., 2011; Wallace and Trinko, 2009; Schneider et al, 2009). These studies informed our decision in examining the effect of job design and line managers' supervision role as enhancing job engagement and the effect quality circle will exert on these factors. The next section of this work therefore examined the relationship between quality circle and job design; quality circle and line managers' supervision.

2.3 The relationship between Quality Circles and Job design

The design of work in an organization influences the level of employees' engagement to their jobs. When work is well designed, there will be an increase in employee engagement especially when the job

provides interest and opportunity for achievement, self fulfilment and autonomy (Macey 2009). Armstrong (2012:149) reiterated that job design specifies the contents of job in order to satisfy work requirements and meet the personal needs of the job holder, thus increasing levels of employee engagement'. 'Job design is the process of putting together a range of tasks, duties and responsibilities to create a composite for individuals to undertake in their work and to regard as their own. It is crucial: not only is it the basis of individual satisfaction and achievement at work, it is necessary to get the job done efficiently, economically, reliably and safely.' (Torrington et al., 2011: 84). Research on job design dates back to the economic theory of division of labour (Babbage, 1835; Smith, 1776); which was later developed by Scientific Management theorists. The idea behind this was that jobs could be divided into smaller units with each worker specialized in the particular job he/she handles. This job design method faced a lot of criticisms and there arose the Human Relations Movement which highlighted the human interest in designing jobs by considering not just how to increase productivity and efficiency, but the effect of employee participation on how their work should be done (Grant et al 2012).

Other behavioural psychologist like Likert, McGregor and Herzberg made notable contributions on the psychological aspects of job design (Grant et al 2012). The most influential model of measuring job design is the Job characteristics model developed by Hackman and Oldman (1980). Several studies (Kahn 1990; Christian et al 2011; Bond 2010; Schaufeli and Bakker, 2004; Humphrey et al., 2007) have provided strong evidence on the usefulness of their model in designing jobs in organizations. Their model identified five core motivational job features which are – skill variety, identity, significance, autonomy and feedback. When jobs are designed with these characteristics, there is a strong likelihood of job holders being highly positive about their jobs, which may lead to higher levels of job satisfaction and performance (Faturochman 1997). When these five features are present in any job, it leads to three critical psychological states: experienced meaningfulness, responsibility, and knowledge of results. Hackman and Oldham (1980) predicted that task Significance, task identity, and skill variety would enable employees to see their work as being worthwhile and valuable. They further predicted that autonomy would make employees to experience greater personal responsibility, and job feedback would bring about greater knowledge of results of awareness of their effectiveness in their job duties (Grant et al, 2011).

Studies (Koldalkar 2009; Boella and Goss-Turner, 2005; Rao and Rao, 1999; Luzon, 2007) have highlighted the relationship between quality circles and job design. The presence of quality circles in organizations presupposes that jobs are well designed with employees having autonomy, skill variety, identity, significance and feedback. Quality circles influences job designs positively leading to high employee morale, improved job security, sense of belonging among group members and enrichment of organizational culture. From the foregoing we propose that:

H₀1: there is no significant relationship between quality circles and job design.

2.4 Relationship between quality circles and line managers' supervisory role

Research studies have shown the critical role line managers play in ensuring that employees are engaged to their jobs (Townsend and Loudoun 2014; Shuck et. al., 2011; Wallace and Trinko, 2009; Schneider et al, 2009). Their supervisory role goes a long way in providing motivation and direction to employees. When managers create an enabling environment in the organization, employees will feel more passionate about their work and exhibit positive behaviours that will be beneficial for themselves as well as their organizations such as lower employee turnover, extra discretionary effort and goodwill (Baumruk, 2006; Deci and Ryan, 1987). By giving employees' voice, encouraging them to develop new skills and solve work-related problems, recognizing employee's efforts, involving them in decision making, and giving them autonomy in how their work is being done, showing concern for employees' needs and feelings and providing feedback, their level of engagement rises (Baumruk, 2006). Quality circles has been recognized as one of the best voice mechanisms that provides employees with the opportunity to participate and involve themselves in all decisions concerning their work in the organization. Organizations that implement quality circles will garner positive employee engagement. Without line supervisors' support, quality circles will fail (Brennan 1992; Goulden, 1995). This may lead to negative job engagement. We therefore hypothesized that:

H₀2: there is no significant relationship between quality circles and line manager's supervision role

II. Methods

The cross sectional research design was used to obtain data that represent the population of this study. The population figure of four hundred comprised senior staff of the listed banks in the Nigerian Stock Exchange from the headquarter branches in Yenagoa, Bayelsa State. The corresponding sample size for this population is one hundred and ninety-six (Krejcie and Morgan, 1970:607). The study applied nomothetic methodology by testing hypotheses and using quantitative techniques for data analysis (Burrell and Morgan (2006). The 5 point Likert type scaled questionnaire was the instrument used for data collection. The questionnaire had two sections: Section A comprised demographic information such as; age, gender, educational qualification and length of stay in the organization. Section B comprised of 34 questions which elicited respondents view on the study variables,

ranging from 1 - indicating strongly disagree to 5 – indicating strongly agree. However copies of questionnaire returned and useable was one hundred and eighty six, representing 95% response rate.

The scales used in measuring all our variables were adapted from the works of other researchers: Quality Circles Scale, QCS (Kannan and Govinda, 2011; Abo-Alhol et al, 2006); Job Design Scale, JDS (Hackman and Oldham, 1974; Morgensen and Humphrey, 2006); Line Managers Supervisory Role, LMS (Cymru, 2012). The instruments for the variables for this study had been pre-tested and validated by the foregoing studies, hence have construct validity. Cronbach Alpha was used to test the internal reliability of the study. According to Sekaran and Bougie (2013:293) “the closer Cronbach’s alpha is to 1, the higher the internal consistency reliability”.

Table 1: Reliability Analysis Scale - Alpha

Variable	Number of cases	Number of items	alpha
Quality circle scale (QCS)	186	12	0.911
Job design scale (JDS)	186	10	0.966
Line manager supervisory role (LMS)	186	12	0.975

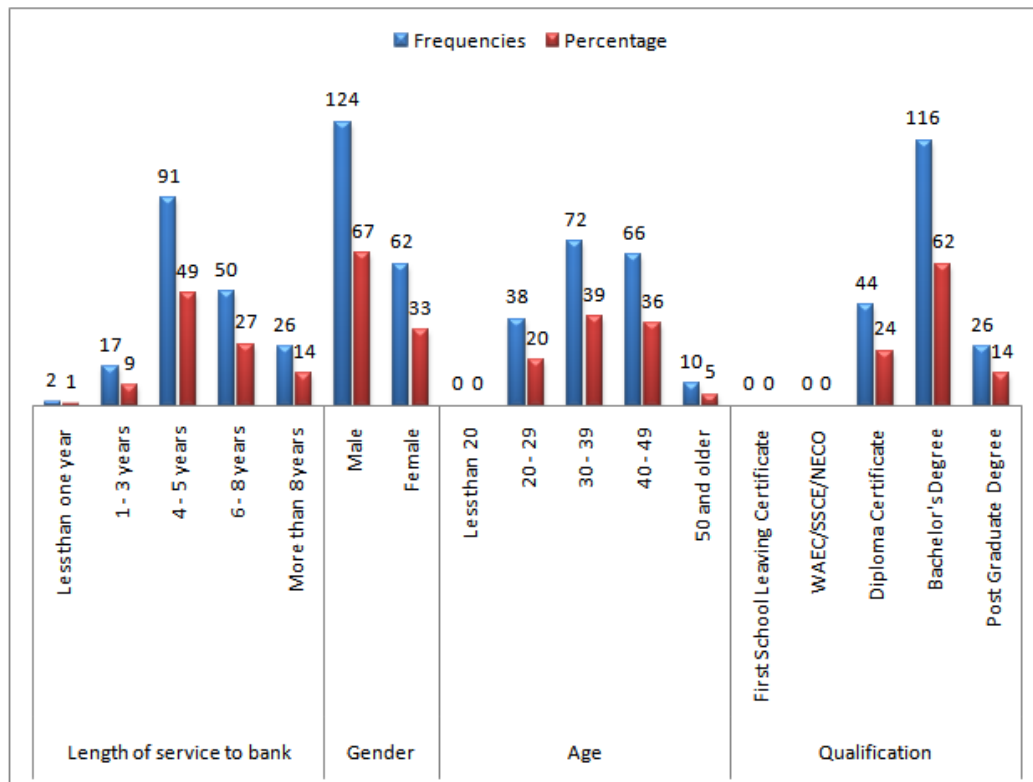
Source: Research data computed with SPSS

From table 1, all our variable instruments are reliable as given by the computed alpha coefficient using SPSS.

The data obtained from Section A of the questionnaire was analyzed using frequencies and percentages. From Section B, the data was analyzed with the use of means and standard deviation. The hypotheses were tested using Spearman Rank Order Correlation Coefficient to ascertain the strength of the relationship between the independent and dependent variables.

III. Data Results

Figure 2: The Demographic Chart for the Study



Illustrated in figure 2 is the demographic distribution of the study. The results indicate that most of the participants have been with their respective banks for periods spanning between 4 – 5 years (n = 91) while the least frequency for length of service years is at less than one year (n = 2). The evidence from the analysis also suggests that majority of the respondents are male (n = 124) in comparison to the frequency distribution for female (n = 62). Also, the data distribution for age indicates that a majority of the participants are between age 30 – 39 (n = 72) while the least frequency category for age is at 50 and above (n = 10). Furthermore, the

distribution also reveals that in terms of qualification, most of the respondents have obtained their bachelor degrees (n = 116) with the least frequency in terms of qualification captured by the post graduate degree (n = 26). It is also important to note that for distributions such as age and qualification, there exist other categories which had zero (0) frequencies (e.g. age: less than 20 years; and qualification: First school leaving certificate, and WAEC/SSCE/NECO). Nevertheless, it can be affirmed summarily that most of the participants have worked with their present banks between 4 – 5 years, majority are male, are between ages 30 – 39 and are qualified at the first degree certification level.

Table 2: Descriptive Statistics for Quality Circle Scale

	N	Minimum	Maximum	Mean	Std. Deviation
I belong to a work group where we discuss how to improve our work in my organization	186	1.00	5.00	4.0699	.91855
Members of my group meet regularly to identify and solve work related problems	186	1.00	5.00	4.0538	.91670
I was trained before joining this group	186	1.00	5.00	4.0323	.85679
My experience with the group have been pleasant and successful	186	1.00	5.00	4.1022	.82874
I communicate with my supervisor more easily than I did in the past	186	1.00	5.00	4.1237	.95339
My relationship with my work group is better than it has been in the past	186	1.00	5.00	4.1183	.97370
Our group is doing important work	186	1.00	5.00	4.0699	.91265
Our group has made a worthwhile contribution to the organization	186	1.00	5.00	4.1075	.88180
My organization has profited financially from our group efforts	186	1.00	5.00	3.6344	1.27160
Our efforts are appreciated by management	186	1.00	5.00	3.7097	1.27411
My organization implements all suggestions for improvement advocated by our group	186	1.00	5.00	3.7151	1.22562
Management supports the group process	186	1.00	5.00	3.7204	1.24219
Valid N (listwise)	186				

Source: SPSS computation

From table 2, respondents were unanimous in their view that there exists quality circles in their organization which meet regularly to solve work related problems. The work of the quality circles had benefitted the banks financially and is a strong source of motivation to employees since they have better communication with their supervisors and support from management in implementing their ideas for improvement.

Table 3: Descriptive Statistics for Job Design Scale

	N	Minimum	Maximum	Mean	Std. Deviation
My job is simple and repetitive	186	1.00	5.00	4.1022	.87320
My job requires using high level skills	186	1.00	5.00	4.0806	.88773
My job requires doing the whole tasks from start to finish	186	1.00	5.00	4.0860	.94904
I only do a part of the work and others complete the other parts	186	1.00	5.00	4.0806	.89982
I can decide on my own how and when I do my job	186	1.00	5.00	4.0806	.90581
My job gives me a chance to use my personal initiative in performing my tasks	186	1.00	5.00	4.1290	.96115
My job is very important because it affects the well-being of other people	186	1.00	5.00	4.1075	.90000
My job has a large impact on people outside the organization	186	1.00	5.00	4.1290	.93838
Managers and co-workers provide me with information on how well I am doing my job	186	1.00	5.00	4.1075	.88180
My job provides feedback on how well I perform	186	1.00	5.00	4.1344	.95759
Valid N (listwise)	186				

Source: SPSS Computation

From table 3 above, participants report using a variety of skills in performing their jobs and having autonomy in how they do their jobs. They believe the job they do is very important because it affects the wellbeing of others with managers and other employees providing feedback on their performance.

Table 4: Descriptive Statistics for Line Managers' Supervision

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor recognizes and respects my feelings and opinions	186	1.00	5.00	4.0430	.99636
I can ask and receive guidance and advice from my supervisor	186	1.00	5.00	4.1022	.98929
My supervisor provides me with appropriate training opportunities	186	1.00	5.00	4.0538	.95142
My supervisor is a good teacher/coach	186	1.00	5.00	4.0968	.95933
My supervisor understands my job and what I do well enough to help me improve on my work	186	1.00	5.00	4.1022	.89158
My supervisor clearly defines what he/she expects from me	186	1.00	5.00	4.0699	.88254
My supervisor and I discuss how I can grow and improve on the job	186	1.00	5.00	4.0376	.84065
My supervisor is a good listener	186	1.00	5.00	4.0753	.80856
My supervisor gives clear, helpful feedback about how I am doing my job	186	1.00	5.00	4.1075	.94683
My supervisor expresses appreciation for my ideas and comments	186	1.00	5.00	4.1559	.94862
My supervisor is a strong advocate for me	186	1.00	5.00	4.1183	.96814
I am motivated and happy in performing my tasks	186	1.00	5.00	4.0484	.89008
Valid N (listwise)	186				

Source: SPSS Computation

From table 4, respondents are of the view that their supervisors provide strong guidance and training opportunities for them. Employees are given clear expectations of management requirements with prompt feedback to guide their performance. Supervisors recognize and appreciate staff effort and are a strong advocate for employees.

Table 5: Descriptive Statistics for the variables

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
QCS	186	1.33	4.92	3.9547	.73568	-1.531	.178	2.298	.355
JDS	186	1.20	4.90	4.1038	.80084	-2.194	.178	4.617	.355
LMS	186	1.25	4.92	4.0842	.81764	-2.278	.178	4.784	.355
Valid N (listwise)	186								

Source: SPSS Computation

Our research instrument adopted the 5-point Likert Scale with response category SA =5, A=4, U=3, DA=2, SDA=1. The base mean for the scale is 2.50. From table 5 above, the mean for all our variables (QCS, JDS, LMS) were higher than our base mean implying that respondents were in total support of the manifestations of all the items measuring our variables. The banking industry in Nigeria has Quality Circles and respondents are satisfied with the way their jobs are designed and with the quality of supervision given to them by their line managers.

Table 6: Correlations for the variables

			QCS	JDS	LMS
Spearman's rho	QCS	Correlation Coefficient	1.000	.441**	.488**
		Sig. (2-tailed)	.	.000	.000
		N	186	186	186
	JDS	Correlation Coefficient	.441**	1.000	.815**
		Sig. (2-tailed)	.000	.	.000
		N	186	186	186
	LMS	Correlation Coefficient	.488**	.815**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	186	186	186

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

The result of the correlation in table 6 shows that all relationships are significant at a 0.01 level of significance, higher than the 0.05 which was the adopted benchmark for the study (for JDS, rho = 0.444** p = 0.000; for LMS, rho = 0.488** p = 0.000); thus, all previous hypothetical statements are rejected. From this we can state that:

1. There is positive significant relationship between quality circles and job design in the Nigerian Banking Industry
2. There is a positive significant relationship between quality circles and line managers' supervisory role in Nigerian Banking Industry.

IV. Discussion

The findings of this study supports previous researchers (Christian et al, 2011; Lee and Ashford, 1996; Tims and Bakker, 2014; Luzon 2007; Shantz et al 2013; Rafaeli 1985; Macey, 2009; Torrington et al., 2011; and Armstrong, 2012) view that employees with jobs offering high levels of task variety, task significance and task complexity, autonomy and feedback were more highly engaged and exhibit superior performance. A well-designed job increases employees' engagement because there is interest and opportunity for achievement, self-fulfillment and autonomy. Participation in quality circles enhances employees' involvement and satisfaction with their work thereby meeting the personal needs of job holders. The use of quality circles by organizations gives employees' opportunity to be involved in decision making and implementation, have a sense of belonging, motivates and increase their job engagement to the organization. A well designed job provides autonomy for employees' to carry out their functions and use their initiative in performing their task. When employees perceive that they can influence decisions making in their organizations by the use of quality circles, it increases their commitment and hence leads to higher job engagement.

In our study, we found that respondents had a strong belief that their job is important as it affects the wellbeing of both internal and external stakeholders. Participation in quality circles increased their job engagement. This supports Hackman and Oldham (1980) prediction that task Significance, task identity, and skill variety would enable employees to see their work as being worthwhile and valuable, while autonomy

would make them to experience greater personal responsibility. Wijesinha (2015) also found strong support for the use of Job Characteristics Model as the best model in implementing Quality Circles in organizations. This is because quality circle provides employees with opportunities to utilize their skills and they can identify with the improvements brought about by their experience in the circle. They can also attest to the improvement in organizational processes as a result of their contributions. Quality Circle had a positive significant relationship with Line Managers' Supervisory Role. Employees' perception of the strong support, helpful feedback, encouragement, appreciation and training opportunities received from their managers increased their job engagement. This finding supports Brennan's (1992) contention that quality circles will fail if line managers' support is missing. Luzon (2007) is of the view that Line Managers can only support quality circles if the organization has *omega* culture, where there is emphasis on the search for quality in all the organizations' processes. King (2007) found that Line managers are made heads of the quality circles to ensure their continued cooperation and enthusiasm. These researches portrays that line managers' support is key in implementing a successful quality circle programme.

V. Conclusion And Implications

The findings from this study have added to the body of knowledge relating to the use of quality circles as a tool for enhancing employee job engagement. Job engagement was measured using job design and line managers' supervisory role. Strong support was recorded for quality circles having a significant positive relationship with both job design and line managers' supervisory role. Organizations that implement quality circles experienced high employee job engagement, especially when line managers' support the quality circle efforts and employees' jobs have variety, significance, autonomy, and feedback. Theoretically, this study has added to the body of knowledge about the effect quality circles have on employee job engagement. The use of quality circles in the Nigerian Banking Industry has improved employee job engagement, making them put extra discretionary effort in carrying out their duties. This confirms the findings of other studies. The nomothetic methodology was utilized in this study; hence we can draw inferences about the relationship of our hypothesis. The findings of this study have practical implications for management. They should ensure there exist quality circles in their organizations and provide strong support and feedback to the circle members. This in turn will increase employees' job engagement. According to Truss et al (2006) an engaged employee is a passionate employee who is totally immersed in his or her work, energetic, committed and completely dedicated. We therefore recommend that in the Nigerian Banking Industry, Management should ensure they put in place quality circles where employees would be given voice on how to improve their work and participate in decision making in the organization. This will increase employees' job engagement, since workers will have autonomy, skill variety, and initiative in carrying out their duties. They will understand the importance of their work to stakeholders and will be more loyal and committed to the organization. Line Managers should give their complete support and encouragement to workers under them. This will facilitate the successful performance of quality circle members.

Suggestion for further Studies

This study could be replicated in other industries in Nigeria to determine if there will be similar findings. The emphasis on this work was on employee Job Engagement, new research could focus on employee overall engagement (job and organizational engagement) in relation to employee voice mechanisms.

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