

Job Mobility and Performance of Selected Deposit Money Banks in Anambra State

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Abstract: *The continuous attrition of employees due to the seeming non commensuration of employees input against the reward they get necessitated this study to determine the nature of relationship that exists between Job Mobility and Performance of selected Deposit Money Banks in Anambra State. The population of the study was 201 and complete enumeration was adopted. Ordinary Least Square Regression and Pearson's Product Moment Correlation Coefficient were employed in testing the hypotheses. The findings revealed that 96% ($R^2=0.962049$) variations in job satisfaction were explained by changes in job enrichment and that there is a significant positive relationship existing between career development and employee commitment ($r = .825$, p -value <0.05). It was thus concluded that job mobility plays a significant role in determining the performance of the studied organizations and recommended among other things that management of the studied organizations should find a way to build in autonomy into the job employees do so as to nourish employee's sense of responsibility and increase job satisfaction.*

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I. Introduction

After an organization has been established, it recruits staff to work in various positions, employees are then assigned to various jobs to perform specific tasks that will enable them realize their goals. That is to say, an organization must work through employees to move it from its present position to the more desired future state. Employees are therefore very crucial to the survival of any organization as one of the four factors of production. This was corroborated by Gabcanova (2011) who states that employees of any organization are its most important assets. Employees are held in high esteem because they determine to a large extent the performance of any organization; they also determine whether the organization will be in business for a long time or not. Employees are the backbone of any organisations. They are the most precious and important asset among all the asset of any organisation (Ganesh, 2015).

No employee of any organization stays forever, at some point; the employees will leave the organization. The way and manner employees exit from an organization is different. Some employees leave an organization when they have attained the age of retirement while others leave before retirement age. Some may be forced to leave the organization due to downsizing or as punitive measures. Other employees may also leave out of their own free will either because they have found better jobs elsewhere or because they do not see themselves advancing in their present organization. All these forms of exit are regarded as job mobility. Whatever the reason for employee mobility, it presents a cost to the organization. Organizations may make provisions to replace a retiring employee or an employee who is to be sacked, but for employees who leave at their own discretion, it may be difficult to get them replaced immediately. Hence, organizations make frantic effort to retain their employees most especially the ones who are very experienced, knowledgeable and contribute immensely to the growth of an organization. Retaining employees whose knowledge has highly competitive value is becoming a crucial and well-recognized challenge (Ready & Conger, 2008; Somaya & Williamson, 2008).

Job mobility also called job turnover or staff wastage is inevitable in most organization and this is true even for the focused firms (First Bank in Onitsha, Stanbic IBTC Bank Awka and Access Bank, Nnewi). It refers to voluntary resignation or involuntary loss of job. The persistence of job mobility is disturbing employers in Nigeria in general and the focused firms are also grappling with same issue. Job mobility decisions are usually based on idiosyncratic interpretation of a range of factors some of which are external to the organization (Kirton & Greene, 2009). The external factors usually encompass the social environment, educational experiences, family tasks, religious beliefs and dynamic work values (Izamoje, 2011). Also, internal factors which have conventionally provided a basis for the occurrence of job mobility include job satisfaction, organisational commitment, age and tenure, nature of job, reward system, and advancement (García-Serrano, 2009).

The banking industry where First Bank, Stanbic IBTC Bank and Access Bank find themselves is a subset of the financial sector of an economy, and it is a very important sector as it could order the stride of growth and development in an economy. This was succinctly captured by Mishkin (2013) when he states that globally, the financial system of every country is very significant for the development of the nation. This includes the insurance companies, the capital market, and the various categories of banks: commercial banks, mortgage banks and micro finance banks. Each one has a very strategic role to play and must function at its optimal level for the gains accruable from it to be maximized. To function optimally however, the role of employees is crucial as has been established earlier. The performance of the banks is contingent on a lot of things but employees stands out as the most important asset and determinant of performance of banks which will show in the various performance indicators such as profitability, return on investment, return on asset, current assets and a host of others. Mishkin (2013) posit that most well-managed organisations consider their workforce as the main source of their quality, success and as such source of capital and performance determinant. Employee attitude to work are however determined by things such as their commitment to the organization, the satisfaction they derive from the organization and the pay they receive and other fringe benefits. Others are their prospect of advancement, their intention to stay or to quit and their level of loyalty to the organization. It is against this backdrop that this study was necessitated to look at job mobility and how it relates to performance in the financial institutions studied.

Statement of the Problem

Most times when job mobility occurs, the management is aware and prepares for it, some other times, it takes management unawares. However, whether management of these banks are aware of the mobility or not, it appears to always come at a cost. It could be cost of recruitment, training, placement and even the lost time and productivity. It may also put pressure on the employees still with the organization to cover up for lost employees or it could disrupt the bond of friendship and understanding existing before some of them that left the organization. Job Mobility seems very high in Stanbic IBTC, Access Bank and First Bank Plc, and this comes at a huge cost. Different reasons are adduced to why bank employees leave; one of the chief reasons given is related low level of job enrichment evidenced in the level of autonomy and flexibility of the jobs in the studied firms. The studied banks are highly regulated because they deal with public finance and rely on public trust to thrive and as such, seem to stifle employees innovativeness and ingenuity. Employees appears to lack control over greater part of their job as they have to resort to consulting management before taking certain decisions. This may erode the employee' self-esteem and may ultimately lead to employee dissatisfaction and reduced performance of both the employees and organizations in general. Another reason is most employee give for leaving is related to the prospect of advancement in the organization. It was observed in the focused firms that employee's progression in terms of advancing in their career within the organization seem to be usually slow in coming as employees have to stay for so long before they get promoted, a situation which could be attributed to poor career development programs. Furthermore, the practice of engaging contract staff by the studied organizations in a quest to cutting costs also hinders such staff from progressing since they are not full-time employees of the firms. This probably affects their commitment level to the organization and so, they may always be on the lookout for greener pastures in other organizations. If these movements of employees out of the focused firms are not addressed, the performance of the employees may suffer; cost will be incurred to replace them, productivity may be affected, social systems and friendship bonds may be dampened, morals, commitment and job satisfaction may nosedive. The above effects on performance of the focused banks constitute the problems that necessitated this study.

Objectives of the Study

The broad objective of this study is to determine the nature of relationship that exists between Job Mobility and Performance of selected Deposit Money Banks in Anambra State. Specifically, this study seeks to:

- a) To examine the nature of relationship between Job Enrichment and Job Satisfaction in selected Deposit Money Banks in Anambra State.
- b) To explore the nature of relationship between Career Development and Employee Commitment in selected Deposit Money Banks in Anambra State.

II. Review Of Related Literature

Job Mobility

Job mobility has to do with the ease of migration of labour between jobs or geographical locations. Thus, job mobility could be defined as the ability of workers to change jobs between different firms, different occupations, different locations or different countries (John, 2002). It also means the ability of people to move between different jobs (Macaulay, 2003). As stated by Jorgen and Regina (2003), job mobility could be geographical mobility or occupational. It could also be grouped into internal and external job mobility (Kenya

Bureau of Labour Statistics, 2009). No matter the name ascribed to job mobility, be it internal or external, geographical or occupational, what is germane in all types is that it involves movement of employees of some sort. If it has to do with occupational mobility, employees move within different jobs, if it is geographical, the movement has to do with leaving a particular location for another. When the movement is external in nature, the employees leaves his present employment or organization to another organization while when the mobility is internal, the movement is within a particular organization.

When an employee leaves an organization, the organization suffers a great loss, most especially when the employee is a valued employee, the organization is not however alone in this as the employee also has a cost to bear. While some people find it very easy to leave their current employment to other organization without considering the cost of leaving or the effects of such move; others feel reluctant to do so because of the attendant constraints to do so (McConnell et al, 2010). The main obstacles to job mobility include: wage differentials, gender, transportation expenses, and forgone income during movement, psychic cost like negative effects of living family and friends, loss of seniority and pension benefits. If the expected earnings exceed the cost, the worker will move (McConnell et al, 2010). The other impediments to job mobility are such factors as unawareness of available jobs elsewhere, poor financial incentive for new entrants, fear of losing certain rights, and activities of trade unions. Where all these, are not available, then job mobility will be remarkably easy. When workers are unaware of availability of job elsewhere, they try as much as possible to stay in the present job (Macaulay, 2003).

Determinant of Job Mobility

Several factors have been identified to be responsible for employees to move between jobs or to different organizations; these factors could be classified under internal and external factors. The external factors could be shaped by the political, social and commercial environment which can have a significant impact on the policies, practices, strategies and plans of human resource management and the management of an organization in general (John, 2002). By examining the external community and society, the proactive Human Resources (HR) planner can evaluate likely current and future changes and determine possible impact on its workforce and organizational plans. The internal factors on the other hand which in this case is under the control of the organization as stated by Nankervis, Compton, and McCarthy (1996) are the salary levels, job satisfaction, work environment, and the job itself. The tools used in achieving internal mobility are job rotation, promotion, demotion and transfer (Krausz & Taris, 2003). There are other determinant of job mobility as presented by Luekitinan (2014) in his "Model of Labour Mobility". These are grouped into job-related and non job-related factors. Job-related factors are training, pay, social benefits, tenure, job category and type of contract while non job-related factors include job satisfaction, pay-fairness and gender. Others are age, work partner and work-family conflict.

Job Enrichment

Job enrichment is seen as an active process of swelling the work structures and processes within a setting that makes for autonomy, flexibility, personal growth and satisfaction to the workplace (Aguinis, 2009). Job enrichment has helped in reducing de-motivating factors by giving employees the right of decision making and control over their jobs in order to enhance better performance at workplace (Derek, & Laura, 2000). Individual differences at work shows that some people have a habit of assuming more responsibilities which could at the long run lead to skill varieties, self-sufficiency, personal growth and satisfaction. However, it can be reiterated that job enrichment could only be significant, meaningful, effective and interesting to employees provided the tasks will increase job satisfaction and commitment (Hower, 2008).

Job enrichment is the redesigning of jobs in a way that enhances the opportunities for workers to have the feelings of responsibility, achievement, growth, and recognition. It is seen as a vertical expansion of the job as opposed to job enlargement which is a horizontal expansion (Raza & Navaz, 2011). It allows the employee to work innovatively and accordingly because of expansion of role responsibility. It entails modifying a job such that an employee has the opportunity to experience achievement, recognition, stimulating work, responsibility, advancement and autonomy (Chiekezie, Nzewi & Orogbu, 2009). Williams (2009) also posits that it is a essential aspect of inspiring the effort of employees by intensifying job responsibilities and giving amplified autonomy over the task processes and completion.

Job enrichment is a process where management gives growing responsibilities which are often allocated to the superiors to the employees. The reason for this is to aid employees to develop a sense of self-management and self-sufficiency (Kokemuller, 2008). It develops jobs vertically and increases the variety of tasks in a job (Robbins & Judge, 2011). The implication of this is that it gives room for the employee to have greater control over their work. In job enrichment, workers derive pleasure and fulfilment in their position with a greater variety of skills and tasks that requires self-sufficiency (Kamal, Chris, Patterson, Robinso, Stride, Wall & Wood, 2008). It is a systematic technique of "harnessing work processes and procedures for stimulating employees' performance and satisfaction" (Robbins & Judge, 2011).

Career Development

Career connotes different meaning to different people. Kirk, Downey, Duckett and Woody (2000) as it relates to paid jobs as “a succession of related jobs arranged in a hierarchy of prestige, through which employees move in a well arranged sequence. Improved living standards have made it possible for workers not to be satisfied to having just a job and the usual fringe benefits. Workers now want a career that expresses their interests, personality, abilities and that harmonizes with their total life situation. Unfortunately, most employers have been unsuccessful in recognizing this employee need. The tools and experiences employers provide do not enable workers to develop in their career (Agba, Nkpoyen & Ushie, 2010). Where the employer can provide the worker with these opportunities, a proper attitude of loyalty, commitment and satisfaction can be developed and performance improved (Agba, Nkpoyen & Ushie, 2010). Career development can help organizations in saving cost. Adeniji and Osibanjo (2012) opine that it can help reduce cost of recruiting and training new employees in organizations when old ones remain and grow. In similar direction, Byars and Rue (2004) identify the following major objectives of career development:

- a) To meet the immediate and future human resource needs of the organization on a timely basis.
- b) To better inform the organization and the individual about potential career paths within the organization.
- c) To utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations’ plans.

Career development involves determined efforts directed towards assessing a workers’ capabilities, recognizing likely career paths for that employee and designing and implementing “various forms of training and experience to prepare that person for more advanced job. It has both personal and organizational dimensions. In organizational level, it is a premeditated programme intended to match individual and organizational needs. A personal level career development allows for the changes in individuals as their work roles overlap with their social and family growth. At this level, the needs of employee and his family has to be taken into consideration by employers if the career development must be successful (Adeniji & Osibanjo, 2012).

Organizational Performance

The appropriate functioning of any organization is contingent on such organization attracting and retaining skilled employees (Kleiman, 2001). As an important asset, careful selection, development and deployment of employees is expected to result to a competitive advantage for an organization (Mboya, 2009). Employee mobility is seen as an important factor for individual development and performance, and for improving the performance of an organization. Organizations can adapt better to dynamic environments if their workers are flexible and employable in a broader range of jobs and work teams.

Organizational performance is one of the most significant measures in appraising organizations, their activities, and environments. It refers to an actual output or results of a firm as measured against its intended outputs. It involves assessing activities, monitoring growth and making the strategic changes that will subsequently lead to the achievement of corporate goals (Salau, Adeniji, & Oyewunmi, 2014). It does not focus primarily on financial measures as other perceptual measure can also be used as proxies for performance (Kleiman, 2001). Financial performance is made possible only by the performance of employees. Performance is the relative strength and ability of an organization to achieve corporate goals through internal work motivation, wide-ranging management style, greater commitment, employee turnover, job satisfaction and work place opportunities which have significant and important effects on corporate success (Kleiman, 2001).

Job Satisfaction

The concept of job satisfaction has been widely defined by different people in different ways. Locke as cited in Yang and Lee (2009) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. When an employee appreciates his or her job or feels satisfied, it reflects in the way such an employee works. He or she demonstrates an ownership spirit towards his job; taking the job as his own business. Therefore, organizations cannot take the positive atmosphere derived from job satisfaction for granted (Celik, 2011). It is used to gain insight into how employees value the total package of both the monetary and non-monetary returns to their job which is dependent on personal taste, preference and expectation (Mora, Garcia-aracil & Vila, 2007). It can be described as one’s feelings or state of mind regarding the nature of the work. It can be influenced by different factors such as the quality of the physical environment in which they work and the degree of fulfilment in their work (Lambert, Pasupuleti, Cluse- Tolar & Jennings, 2008).

Job satisfaction is the contentment of the workers because of their jobs. It is the personal assessment of the job conditions (the job itself, the attitude of the administration etc.) or the consequences or (wages, occupational security etc.) acquired from the job (Fletcher & Williams, 2006). In line with these definitions, job satisfaction might be handled as the consequence resulting from the comparison between the expectations of the server from his job and the job in question which is performed (Fletcher & Williams, 2006). When the worker

sees that his expectations are not met in the job environment, job dissatisfaction emerges. It leads to decrease in the employees productivity, organizational commitment and increase in the rates of the optional discontinuation of the job (Santhapparaj, Srini & Ling, 2005; Payne & Morrison, 2002; Redfern, 2005; Denizer, 2008; Gellatly, 2005; Sagie, 2002). Lower job satisfaction in the worker has been observed to bring about neurotic (insomnia and headache) and emotional negativeness (stress, disappointment) (Denizer, 2008). Nevertheless, the best proof to the deterioration of the works is the lower job satisfaction. It causes secretly deceleration of the works, job success and job productivity and increases in the workforce turnover, occupational accidents and complaints (Iverson & Deery, 2007; Lum, 2006).

Employee Commitment

Commitment refers to employees' psychological attachment to their firms as a result of their identification with the goals and norms of their organizations (Meyer et al., 1989 cited in Weng, McElry, Morrow & Liu, 2010:3). Anitha (2014) posits that employee commitment is the level of loyalty towards the organization and its values. When the employee is committed to the organization, they will have the awareness of the organizations and will be responsible for the organization's success as well as improve the morale of their colleagues. Meyer and Allen (1997) explains that employee commitment is made up of three constructs namely: normative commitment, continuance commitment and affirmative commitment. Affirmative commitment refers to the tendency of an employee to be psychologically attached to his/her employee owing to identification with the organizational objectives and goals. This is the type of commitment that makes an employee to be loyal to an organization and also choose to remain loyal despite having options elsewhere. Continuance commitment is when an employee evaluates the cost of leaving the organization. When the cost overshadows the benefits of leaving, such an employee would rather choose to continue with the organization. The third and final construct of commitment is what is normative commitment which happens as a result of socialization process which occurs while an individual is with the organization. Employees feel morally obliged to remain with the organization as a way of paying back to the organization that helped them to grow (Meyer & Allen, 1997).

Theoretical Framework

This study was anchored on two theories, namely Herzberg's Two Factor Theory and Value-Percept Theory (VPT).

The Two Factor Theory also known as the Herzberg's Motivation-Hygiene Theory or the Duality Theory states that there are certain factors in the organization that causes job satisfaction and a set of other factors that cause job dissatisfaction. This theory was propounded by psychologist Fredric Herzberg who theorized that job satisfaction and job dissatisfaction act independently of each other. According to him, individuals are not content with satisfying lower order needs at work; like salary, security of work and working environment. Rather, they look for the fulfilment of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement and the nature of work itself.

Herzberg's study resulted in two specific conclusions. Firstly, is the job context. These include basic salary (wages), job security, and quality of interpersonal relationship among peers, supervisors and subordinates, quality of supervision, company procedures, and working conditions. The presence of these factors according to Herzberg satisfies the employees but do not necessarily motivate them; they are needed to at least obtain a level of no dissatisfaction. These factors he called the hygiene factors (Chiekezie, Nzewi & Orogbu, 2009). The second set of condition is what he termed the motivators; the job content (intrinsic factors). The components of these set include sense of achievement, the work itself, recognition, advancement, responsibility, possibility of growth and autonomy. The presence of these factors motivates the employees to put in more effort.

The components of job enrichment which include autonomy, task variety, task identity, recognition, growth, sense of achievement are embedded in Herzberg's Motivators; the job content or the intrinsic factors. The presence of these factors leads to motivation of the employees and a motivated employee is an employee who is satisfied with his job. This is the reason the first objective is tied to this theory

The second theory is the Value Percept Theory credited to the work of Locke (1976). Following his definition of values as that which one desires or considers important, Locke (1976) argued that individual's values would determine what satisfied them on the job. Put differently; the theory argues that job satisfaction depends on whether you perceive that your job supplies the things that you value. People evaluate job satisfaction according to specific "facets" of the job. Only the unfulfilled job values that were valued by the individual would be dissatisfying. In relating this theory to objective two which talks about career development and employee commitment; employees who value development in their jobs and career; people who would value to climb the ladder of authority and responsibility in an organization but gets increased pay or shorter work week or flexible time to make them motivated and more committed, these motivational tools are good in their own right but they are not necessarily the things that the employee values; thus, they may not be motivated or committed to the course of the organization. This is therefore the rationale behind anchoring the objective on the theory.

Empirical Review

Salau, Adeniji and Oyewunmi (2014) investigated the relationship between the elements of job enrichment and organization performance among the non-teaching staff in Nigerian public universities. Descriptive research method was adopted for the study. One hundred and ninety seven (197) valid questionnaires was used for the study which were completed by selected public universities in Ogun State, South-West Nigeria. A stratified and simple random sampling techniques were adopted for the study. The result showed that there are positive correlation between job depth, on the job training and core job dimension elements of the job enrichment and workers/organizational performance while there was no correlation between motivators' elements and performance.

Umar and Akram (2011) examined the relationship between the impact of variables (supervisor support, career development, work environment and work life balance) on employee performance in Business Process Outsourcing (BPO) industry in Pakistan. Data was analyzed using Ordinary least square approach to regression analysis. The result showed that all the variables significantly impacts on employee performance.

Adekola (2011) conducted a research on career planning and career management as correlates for Career development and job satisfaction. A case study of Nigerian bank employees. Descriptive statistics and correlation analysis were used to analyze the data and estimate the degree of the relationship between career development and job satisfaction. The sample of of the study was 505 employees of a Nigerian Bank. The findings revealed A significant link between the variables of career planning and career management, and career development, and in turn, with job satisfaction and career commitment.

Karbownik (2014) examined the job mobility of teachers with different skills using matched employer-employee data from Swedish secondary schools. In addition to standard quality measures, the researcher had access to population-wide data on cognitive and non-cognitive assessments of males born in 1951 or later. The results indicated that high-quality teachers are less mobile than others, and that there is no significant correlation between turnover and share of minority students. It was also revealed that teachers with better skills are less likely to leave the profession, which suggests that the documented drop in the quality of inflowing teachers may partly be offset by a higher tendency for high quality teachers to stay in the profession.

Akekere and Yousuo (2013) determined the impact of wage differentials on labour turnover in the public service between the state and federal employees in Nigeria. The study employed logit model in the analysis, using a sample of 840 employees, in accordance with their theoretical priors, the empirical result supported the standard inverse relationship between wage differential and labour turnover. That as state workers' wages increases, the probability of a State worker leaving to Federal civil service falls by 0.2901.

Aninkan (20014) examined how reward management and job enrichment determined the level of job satisfaction in the job place in Nigeria. A sample of 173 staff were selected using random sampling technique. The Pearson Product Moment correlation coefficient and descriptive statistics were used. The findings indicated that there is significant positive relationship between job enrichment and job satisfaction; but a negatively significant relationship between reward management and job satisfaction. A further study on the relationship between reward management and job satisfaction was recommended.

III. Methods

The study seeks to determine the nature of relationship that exists between variables of the study, through sampling opinions of respondents through the use of questionnaire instrument; thus the Survey Research Design was adopted for the study. The population of the study consist of 201 employees of the three banks operating within Anambra State. Complete Enumeration was adopted for the study because the study wanted to capture the total opinion of the entire employees. Structured questionnaire was used to collect relevant data for the study. It was structured in a 5-point Likert Scale format ranging from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). Content and face validity were used to validate the instrument. The reliability of the instrument was ascertained using Cronbach Alpha. Forty (40) copies of questionnaire which represents 20% of the population were used in this regard and it was shared to samples drawn from the population of the study. The reliability coefficient obtained was 0.942 which is high enough to conclude that the instrument is reliable. Regression and correlation analysis were used to analyse the data. A total of two hundred and one (201) copies of questionnaire were distributed to the focused firms in accordance to their individual population while one hundred and eighty nine (189) copies were retrieved and one hundred and eighty one (181) copies were analysed representing ninety percent (90%) of the population.

Test of Hypothesis

Hypothesis One:

H_A: There is a significant relationship existing between Job Enrichment and Job Satisfaction

Table 1: Regression Analysis for Hypothesis Two

Dependent Variable: JBSAT
 Method: Least Squares
 Date: 10/4/19 Time: 04:23
 Sample: 1 181
 Included observations: 181

| Variable | Coefficient | Std. Error | t-Statistic | Prob. |
|--------------------|-------------|-----------------------|-------------|----------|
| C | -0.352576 | 0.235813 | -1.495147 | 0.1367 |
| AUTO | -0.205683 | 0.304494 | -0.675492 | 0.5003 |
| RESPON | 2.924899 | 0.141779 | 20.63000 | 0.0000 |
| IDENTITY | 1.448823 | 0.203157 | 7.131558 | 0.0000 |
| FLEX | 1.548507 | 0.217563 | 7.117510 | 0.0000 |
| R-squared | 0.962049 | Mean dependent var | | 11.64641 |
| Adjusted R-squared | 0.961187 | S.D. dependent var | | 6.777155 |
| S.E. of regression | 1.335174 | Akaike info criterion | | 3.443235 |
| Sum squared resid | 313.7532 | Schwarz criterion | | 3.531592 |
| Log likelihood | -306.6128 | Hannan-Quinn criter. | | 3.479057 |
| F-statistic | 1115.396 | Durbin-Watson stat | | 1.551644 |
| Prob(F-statistic) | 0.000000 | | | |

Source: Field Survey (2019)

Computation: E-Views Ver. 7

Keys:

JBSAT = Job Satisfaction

AUTO = Autonomy

RESPON = Sense of Responsibility

IDENTITY = Task Identity

FLEX = Flexibility

From the OLS output in table 4.2.2, Job satisfaction was regressed on Autonomy, Sense of Responsibility, Task Identity and Flexibility. The result showed that:

The coefficient of determination obtained (R^2) as shown in the regression table was 0.962049 signifying that 96% variations in the dependent variable were explained by changes in the independent variables. Adjusted R^2 was 0.961187 (96%) indicating that all the variables were highly correlated. F-Statistic obtained was 1115.396 and it was statistically significant with Pro. F-statistics of 0.000000 indicating that the variables are cumulatively significant. From this therefore, the research hypothesis which states that there is a significant relationship existing between job enrichment and job satisfaction was accepted and the relationship is a positive relationship. The value of Durbin-Watson Statistics obtained was 1.551644. This shows that there is no case for serial correlation between the variables.

Hypothesis Two:

H_A: There is a significant relationship existing between Career Advancement and Employee Commitment

Table 2: Analysis for Hypothesis Three

Correlations

| | | CARADV | EMPCOM |
|--------|---------------------|--------|--------|
| CARADV | Pearson Correlation | 1 | .825** |
| | Sig. (2-tailed) | | .000 |
| | N | 181 | 181 |
| EMPCOM | Pearson Correlation | .825** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 181 | 181 |

** Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey (2019)

Computation, SPSS Ver. 20

Table 2 above shows the correlation result obtained from the test of hypothesis two. A correlation coefficient of .825 was obtained and it was statistically significant at 0.05 level (2-tailed) test (p-value <0.05). Going by this, the research hypothesis which states that there is a significant relationship existing between Career Advancement and Employee Commitment is accepted.

IV. Conclusion

It is concluded that job mobility plays a significant role in determining the performance of the studied organizations. This conclusion was arrived at because job enrichment was observed to have a direct relationship with job satisfaction and so, determines the level of happiness and joy employees derive from belonging to and performing a particular task. Career advancement was also seen to be directly related to employee commitment indicates that it determines how loyal and attached employees will be to the organization which will eventually influence their performance.

Recommendations

In line with the findings of the study, the following recommendations are made:

1. The studied organizations management should build in autonomy into the jobs employee do as this will promote employees sense of responsibility and increase job satisfaction.
2. The studied firms management should also build in flexibility in the jobs of employees to enable them introduce their own initiative into the work as this will sharpen the ingenuity of the employee and increase job satisfaction.
3. Employees should be assured that with hard work, that they have the chance of climbing the ladder of authority and responsibility in the organizations as this will spur hard work and improve employee's commitment.

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