

## Employees' Relationship and Employees Job Satisfaction in Nigerian Selected Banks

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### Abstract

Employees are the greatest asset any bank can have. They are the executors of operational activities that generate revenue to the organisation which lead to profitability and sustainability. This can only be possible in an environment that allows employees relationship and team work as some organisations are only concerned with output without providing the enabling environment hence encouraging job dissatisfaction. This study evaluated the effect of employees' relationship on job satisfaction. Data was gathered through a well-structured research instrument. The total population of the entire management staff in the branches of the ten selected banks in Lagos State was 2015, applying total enumeration, 1,713 respondents returned their questionnaire correctly. The data collected were analyzed using regression analysis. Statistical Package for Social Sciences (SPSS) was the statistical software technique used for the analysis. Result indicated positive effect of employee's relationship on job satisfaction.  $df = (1712, 1)$ ,  $r = 0.202$ ,  $F = 72.952$ ;  $P = 0.000 < 0.05$ . There is therefore need for banks to encourage cordial relationship and teamwork that culminate to adequate job satisfaction.

**Keywords:** *Employees' relationship, Job satisfaction, Organisation, Motivation & human resource*

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### **Background to th Study**

Employees of the banks all over the world, just like any other Organization, would expect to have the world acceptable standard, such human resource services as good selection policy, working environment, job designs, communication processes and Superior-subordinate relationship that would enhance employees' promotion, career growth, job security, good job-related training and motivational strategies that could result to the satisfaction of the employees of the banks (Chieze, 2016). This may probably minimize employment challenges that are being experienced in Nigeria. Employees' job satisfaction is an important factor in any work setup. It may probably affect productivity directly or indirectly through employees' burnout, absenteeism, apathy and turnover, all of which can lead to lack of work continuity.

Lado and Wilson (2011) are of the opinion that in a competitive business environment and in a developing economy such as Nigeria where personal values of employees are always on the increase, there is the challenging situation of maintaining and satisfying employees to reduce employee exit or turnover. In stressing the importance of employees in any organization, Khera (2010) is of the opinion that today when most business houses are obsessed with total quality management (TQM) in order to stay ahead of competition, very few organizations realize that their most precious assets are their employees. It is much undesired losing employees after much training and making them high performance workforce. Every organization would want to have a stable workforce so as to ensure high productivity. In order to ensure that such a situation is maintained, human resource unit of every organization has been considered as one of the most important units in this present competitive business set-up. In a country like Nigeria where there is a pressing need for the creation and good control of capital, and where industrial and banking managements are dynamic and very essential, human resource management practice and application have become an important field of research so as to establish the right and appropriate ways of managing the employees of any organization such as banks, so as to ensure that the employees are satisfied with their jobs (Chieze, 2016).

### **Statement of Problem**

Stiff competition in the banking industry has given rise to consistent employees' turnover which has posed serious challenges to the industry. Employee turnover disrupts the flow of a functioning workforce. When an employee leaves an Organization there can be a significant knowledge gap left, creating more work as the remaining team members pick up the pieces. Recruiting and training a new employee requires staff time and money, (Park & Utah, 2013). Employees should be made to be satisfied with their job so that the organizational turnover rate should be reduced and cost on manpower selection and training should be reduced also.

Human Resource (HR) Units of the banks are probably the Units that manage the affairs of employees. The HR of the banks, just like any other organization, plans working conditions to create job satisfaction for the employees of the banks. This is because an unsatisfied employee, leaving an organization, creates a slot that may take time to fill and such gap reduces productivity. A new employee filling such a slot has to spend some of the production period in training and this causes some reduction in productivity.

It is necessary to investigate the relationship between the practices of Human Resource Management and employees' job satisfaction so as to put management of the banks on a sound footing in ensuring that employees of the banks are made more satisfied with their jobs by

identifying the predictors of employees' job satisfaction and the extent of their relationship with HR services. This is necessary to identify how best to retain best hands among bank employees and prevent constant mobility of such employees. Constant mobility of best hands among banks' employees could probably cause some work outcomes that are more negative than positive. Negative work outcomes involve loss in production, reduction in quality of services by remaining employees when best hands leave banks, and the resulting dissatisfaction and absenteeism. Thus, to prevent these negative work outcomes, there is a need to find out which factors in the employees' conditions of employment that can lead to job satisfaction so as to manage such factors in such a way as to give the required job satisfaction to employees of the banks and prevent constant mobility of employees.

### Objectives of the Study

The general objective of this study is to evaluate the importance of Human Resource Management attaches on relationship and job satisfaction.

The specific objective of this study is to evaluate the effect of employees' relationship on employees' job satisfaction in Nigerian banks.

### Research Question

To what extent does employees' relationship affect employee's job satisfaction in Nigerian banks?

### Hypothesis

There is no significant effect of employees' relationship on employees' job satisfaction.

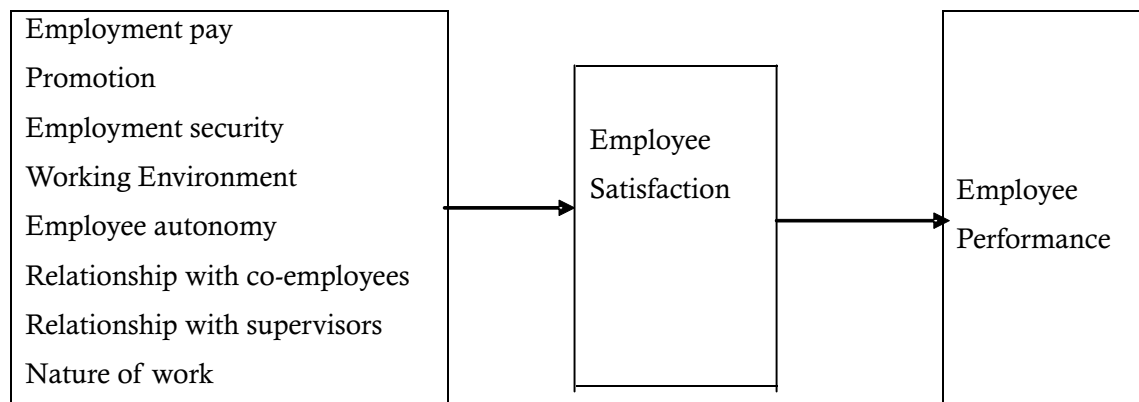
### Literature Review

#### Relationship among Co-workers and Employment Satisfaction

Team-building is an aspect of employee grouping in any organization that relates to employee satisfaction. Employees in team work feel more satisfied. Working as a team builds up the spirits of togetherness in employees of any organization and as such working as a team could impact on the satisfaction level of employees as it affects their employees' performance. In any organization, it can be observed that the performance of employees can be improved and absenteeism can be decreased with the help of socialization and interaction among employees.

**Fig 1**

**Variables in relationship with employees' satisfaction and performance**



### **Other Variables Affecting Employees' Satisfaction**

According to Sageer, Rafat and Agarwal (2012), factors on which employee satisfaction depend are classified into two broad categories such as:

#### **Organizational Variables**

Based on the fact that employees spend greater part of their times in their organizations, organizational variables play a major role in determining the satisfaction levels of employees. It is therefore factual that managing organizational variables very well would increase employees' satisfaction. Some of the organizational variables as presented by the above-mentioned researchers are as stated below:

#### **Organizational Rate of Development**

This is a continuous, progressive and systematic process that is meant to reflect effective change in an organization. It is a process that organizations use to adapt to the fast-changing external environment such as new markets, changes in market conditions, regulations and technologies. It involves an analysis of the current situation and the future requirements in the industry. It involves improving brand of organizational products and services to suit the requirements of the customers in comparison with those of the leading competitors in the industry.

#### **Compensation and Benefit Policies of an Organization**

Compensation can be defined as the amount of reward that an employee gets from a performance on a job. An employee is expected to be satisfied with a competitive salary packages, especially when the pay packages are comparable with those of outside employees in the same industry. Fair and equitable rewards, wage, salary and penalties are considered in this variable.

#### **Promotion and Career Development**

Promotion is a significant achievement that comes through hard work. It goes with more responsibility, more authority, more independence, higher status and more pay. This gives more satisfaction to an employee. In the same way, Opportunities for training, more skill acquisition and knowledge gaining and sharing give satisfaction to employees. It is the ultimate concern of human resource management to ensure that all these provisions are met. Hamdia and Phadett's study ( as cited in Yapa, Rathnayake Senanayake & Premakumara, 2014) state that human resource management is an important aspect of organizational processes; that the strong positive relationship between human resource management practice and job satisfaction provide a wise way on how an organization can motivate an employee to work efficiently.

#### **Job Satisfaction**

This is the degree of favorableness or otherwise with which an employee assesses his or her job. In this case job environment, job design, and job execution equipment impact on an employee being satisfied with the job. Employees are satisfied with such jobs as those that are rich in positive behavioural elements such as autonomy, task identity, task significance, good feedback, recognition, and empowerment. Job satisfaction is different from employment satisfaction in that the former is concerned with the job an employer does in an employment while latter is concerned with the employment as a whole. Cole and Cole (2014) state that as the increase in research studies suggest, the notion that workplace attitudes (e.g., job satisfaction) might be positively connected with performance outcomes has continued to intrigue academic scholars as well as practicing managers. Olatunji, Mokuolu and Dare (2014) define job satisfaction as

the extent to which workers are happy on their jobs. Oswald, Proto and Sgroi (2014) conclude that happiness makes human beings more productive. A worker that is satisfied with his or her job is always happy and such a worker is very productive. Cordeiro' work as (as cited in Bateh, & Heyliger, 2014) conclude that an organization's success depends on hiring and retaining satisfied employees. Suminto (2014) state in his study that satisfaction with the work done strongly relate to support for leadership styles and motivation from supervisors.

### **Job Security**

This is the degree of an employee's assurance or confidence that the employee would be allowed to keep his or her current job in an employment. High job security goes with low probability of losing one's job or employment in the near future. Job security affects employee performance and subsequently the organizational performance. Job security also depends on employee performance in the job, organizational business success and the economic conditions of the business and the organizational environment.

### **Working Environment**

An employee in good working environment and condition has a feeling of safety and good health on the job. This gives comfort and motivation to employees. A good working environment and condition give employees that impetus and comfort that make them more productive. Easy-to-operate tools and equipment, good working methods, well ventilated, good lightening conditions and air-conditioned environment are driving forces for employees to be motivated to put in their best. Good working conditions and environment provide a healthy work environment that helps to minimize the tendency of employees to develop one illness or the other. Good ergonomically provisions in work environment ensure and sustain the good health conditions of employees. Jain and Kaur (2014) state that work environment can implicate the social relation at workplace and also maintain the relationship among colleagues, Supervisors and the organization. It describes the neighboring circumstance in which employees are working. A conducive work environment may give prove satisfactory to workers. A satisfied, happy and hardworking employee is the biggest asset of any organization. Effective results and productivity for any organization is dependent on the level of satisfaction of employees and work environment is one of the most important factors which influence the satisfaction and motivation level of employees. Knudsen, Ducharme, Roman, Lawson, Rupert and Morgan's study (as cited in Cunningham, Small & Daire, 2014) state that very little is known about each setting's optimal person-environment match, which contributes to burnout and turnover in the field settings.

### **Relationship with Supervisor**

Employees are satisfied when there is good and cordial relationship with their Supervisors. This is because such employees are sure of getting professional advice, constructive criticisms and good understanding from their Supervisors. Employees having good relationship with Supervisors are always satisfied since they are sure of getting fair treatment and good feedback and communication from Supervisors.

### **Work Group**

Human beings are interactive animals and as such would like to work together and interact among themselves. This is why group work or team building is very important in any organization. Working together in a group generates interest and satisfaction in employees. Group dynamics, relationship and cohesiveness improve employee satisfaction. Work group is a consequence of team-building which gives commonness of interest to work group members so that they have the same work focus and pursue the same work group goals which is an aspect of organizational goals.

### **Leadership Style**

Employees are satisfied with their employment when the leadership style of the organization is democratic. This is because democratic leadership encourages friendship, respects, and sense of belonging among employees. Democratic leadership style gives room to freedom of opinion to all employees and such generates employee satisfaction. It also creates sense of belonging in employees.

### **Personal/Employee Variables**

According to Sageer, Rafat and Agarwal (2012), there are some psychological and personal factors that determine employee satisfaction. Such factors are:

**Personality:** Individual psychological behaviour, reasoning and perspectives of life determine the person's personality. The conditions that determine the satisfaction of an employee is more or less concerned with the employee's perception, attitude and level of learning. This gives rise to employee competence. An employee of high competence and learning expects much to be satisfied. A highly educated employee has much personality attached to him or herself and therefore would contribute richly if satisfied.

### **Employee Expectation**

Employee expectation affects his or her satisfaction. Employee with high expectation can hardly be satisfied while employee with low expectation will be highly satisfied. Employee satisfaction is therefore very relative. No wonder why employers will always want to know the expectation of a candidate at the point of interview before final selection. It is the duty of human resource management to meet the expectation of employees. Armstrong, Shimizu, Campbell, Coff, Kryscynski, Lepak, Snell, Ployhart and Moliterno's studies (as cited in Brymer, Molloy & Gilbert, 2014) state that heterogeneity in human capital stocks is increasingly recognized as a vital foundation of competitive advantage. Fuller and Ployhart (2014) state that characterizing collective human capital (i.e. at the firm or unit level) as an economic resource suggests that its expected future financial benefits can potentially be estimated at a point in time.

### **Age of Employee**

Age of an employee affects his or her satisfaction. A young employee with little or no responsibility is more likely to be satisfied so easily than an employee that is advanced in age with full of responsibilities.

### **Education**

Education is a determinant of employee satisfaction because it gives an employee that expectation and opportunity of developing one's personality. Education develops and improves one's wisdom and reasoning and as a result, gives one the reasoning faculty to understand any situation and assess it in the right direction due to the rationality and thinking power already acquired through academic development already acquired. A highly educated employee expects high as he or she has high quality service to offer. Vrasidas and Glass study (as cited in Bednall, Sanders & Runhaar, 2014) state that traditionally, the development of employee knowledge and expertise has been thought of as a top down practice with senior leaders determining what employees' learning needs are, and providing various forms of training such as managerial development programmes.

## **Gender Differences**

The gender and race of any employee determine his or her satisfaction level. Due to differences in the standard of living in different countries of the world, people from different countries can hardly be rated in this same way. Those from countries with high standard of living are less likely to be easily satisfied than their counterparts from other countries. Women, are more easily satisfied with their employment than men because of their natural

## **Theoretical Review**

### **Affect Theory**

Edwin Locke's (1976) Range of Affect Theory, one of the most famous job satisfaction model, states that satisfaction is determined by a discrepancy between what one wants in a job and what one has in the job. It further states that how much one values a given facet of work such as the degree of autonomy in a position, moderates how satisfied/dissatisfied one becomes when expectations are or are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet.

### **Dispositional Theory**

This is a job satisfaction theory that states that people (employees) have innate disposition that cause them to have tendencies towards a certain level of satisfaction, regardless of one's job, (Judge, Locke & Durham, 1997). This is an explanation of job satisfaction in the light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Judge et al. (1997) argues that there are four Core Self- evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. The model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher job satisfaction. Lower levels of neuroticism lead to higher job satisfaction.

## **Empirical Review**

### **Relationship with Supervisor and Employment Satisfaction**

Brunetto and Farr-Wharton (2002) come up with the conclusion that cordial supervision of immediate manager increases the level of job or employment satisfaction in the public sector employees studied. The productivity of subordinates can be improved with good managerial actions and supervisions. Cordial supervision encourages any employee. The recognition of the achievements by the supervisors can improve employee moral. Okpara (2004) conducts a study on IT managers and has come up with the conclusion that job satisfaction or employment satisfaction among managers can be increased with the help of good supervision. It is also concluded in a study that social relation, supervisor's relationship has little influence on job satisfaction at workplace (Brown & McIntosh, 2003).

### **Employees' Satisfaction**

Kumari, Schwab and Wallace (2011) review many aspects of employees' satisfaction and suggest that satisfaction with pay appears to be the most deserving of investigative and additional study. These researchers discover that employee satisfaction with pay has appeared as being of most importance to organizations due to the fact that employees' pay constitutes the major and greater part of the cost of carrying out any business.

Arvey, Dewhirst and Brown (2003) conduct an interview on two hundred and forty-five Scientists and Engineers involved in a longitudinal study in which their managers have been given trainings in a management by objective (MBO) programme. In the study, two sets of questionnaires are served to the employees; the latter is served twenty-one months after the first set. This is to examine the goal-setting perceptions of their Managers and a positive relationship between employees' satisfaction and training is recorded. According to Vroom (as cited in Kumari, 2011), dynamic correlations are calculated between changes in the goal setting factors and changes in satisfaction variables and significant positive relationships are observed and recorded in the study. Besides, results show that the job task (research and development) indicates a controlling effect on the goal setting-satisfaction relationships studied.

### Methodology

The research design for this study was survey design. Survey design was used in this case because opinions of the population were needed using proximity and questionnaire to collect information on the variables that would be used for the study. Population of the study was made up of all management staff of the branches of the ten selected banks (from the three classes of banks – International, National and Regional banks) in Lagos State of Nigeria. The choice of the banks across international, national and regional classes of banks was based on the fact that each of them had met the minimum capital base as requested by Central Bank of Nigeria (CBN). The total population of the entire management staff in the branches of the ten banks in Lagos State was 2015. This information was as represented in the tabulation below:

**Table 1. Selected banks and entire management staff as at December, 2015**

Selected banks in Lagos State	Number of Managerial staff
Guaranty Trust Bank of Nigeria Plc	250
Zenith Bank of Nigeria Plc	242
First Bank of Nigeria Plc	255
United Bank for Africa Plc	222
Access Bank of Nigeria Plc	211
Citibank of Nigeria Plc	110
Ecobank of Nigeria Plc	221
Sterling Bank of Nigeria Plc	169
Standard Chartered Bank of Nigeria Plc	170
Wema Bank of Nigeria Plc	165

### Research field survey (2015).

Ten banks were used for the study. The ten banks were selected from the three classes (International, National and Regional license holders) of commercial bank approved by the Central Bank of Nigeria (CBN). This was justified, since each of the banks had met the same capital base requirement as stipulated by CBN. On this basis, five banks out of the nine international banking license holders were selected. While four banks out of the six National banking license holders were selected for full representation of the national banking license holders. Wema represented regional banks which has recently upgraded to National bank. The entire selection criterion was based on the fact that each of the banks satisfies the capital base requirement as stipulated by CBN, and this gives a good representation of each class of the banks. The figure for the number as given above was obtained from HR departments of the banks. These were said to be staff in the various departments consisting of human resource,



operations, control and marketing staff. Questionnaire was used to elicit information from the respondents for both biodata and study variables. The working figure for the study was 1,713 that was the number of respondents that returned their copies successfully.

The data collected were analyzed using regression analysis. Statistical Packages for Social Sciences (SPSS) was the statistical software technique used for the analysis. Descriptive statistics (the mean, median, bar charts, pie charts and frequency distribution) was used to describe the demographic data collected in section A part of the research instrument. The same descriptive statistics was employed to describe the responses that were given in section B to provide answers to research questions. Regression analysis was used to test the given hypotheses at 5% level of significance.

**Research Objective:** To evaluate the effect of relationship on employees' satisfaction (motivation/reward/compensation) in Nigerian banks.

**Research Question:** What is the effect of relationship on employees' satisfaction (motivation/reward/compensation) in Nigerian banks.

**Table 1. Independent Variables- (Relationship)**

S/N	Statement	SD N (%)	D N (%)	FD N (%)	FA N (%)	A N (%)	SA N (%)	TOTAL N (%)
<b>Relationship</b>								
1	There is good relationship existing in the bank.	0 (0.0)	262 (15.3)	840 (49.0)	611 (35.7)	0 (0.0)	0 (0.0)	1713 (100.0)
2	Staff is very free in relationship among themselves in your bank.	0 (0.0)	633 (37.0)	862 (50.3)	218 (12.70)	0 (0.0)	0 (0.0)	1713 (100.0)
3	There is a laid down rule that is always obeyed on relationship in your bank.	0 (0.0)	0 (0.0)	3 (0.2)	192 (11.2)	1005 (58.7)	513 (29.9)	1713 (100.0)
4	Staff are not unnecessary maltreated by Supervisors in your bank.	0 (0.0)	172 (10.0)	1259 (73.5)	282 (16.5)	0 (0.0)	0 (0.0)	1713 (100.0)
5	Staff are happy with the mode of relationship in the bank.	0 (0.0)	54 (3.2)	886 (51.7)	751 (43.8)	22 (1.3)	0 (0.0)	1713 (100.0)

From Table 1, 1102(64.3%) of the respondents did not accept that there is good relationship between Supervisors and their subordinates in the banks, only 611(35.7%) of the respondents accepted that there is good relationship between Supervisors and their subordinates. It can be observed that 218(12.7%) accepted and 1495(87.3%) rejected that Staffs are very free in relationship with their Supervisors in the banks. Contrastingly, 1710(99.8%) of the respondents accepted that there is a laid down rule that is always obeyed on Superior-subordinate relationship in the bank. While 3(0.2%) of the respondents rejected that there is a laid down rule that is always obeyed on Superior-subordinate relationship in the bank.

Furthermore, the proportion of respondents that accepted that Staff are not unnecessary maltreated by Supervisors are 282(16.5%) the proportion that rejected were 1431(83.5%). Finally, 773(45.1%) accepted that Staff are happy with the mode of relationship with their supervisors; those that rejected are 940(54.9%).

**Table 2. Dependent Variable -Employee Satisfaction (Motivation)**

S/N	Statement	SD N (%)	D N (%)	FD N (%)	FA N (%)	A N (%)	SA N (%)	TOTAL N (%)
<b>Employees' satisfaction (Motivation/reward/compensation)</b>								
1	Employees of your bank are motivated with rewards and compensations after good performance.	0 (0.0)	139 (8.1)	53 (3.1)	578 (33.7)	500 (29.2)	443 (25.9)	1713 (100.0)
2	There are policies for rewards/compensations and motivation of employees in your bank.	0 (0.0)	0 (0.0)	132 (7.7)	238 (13.9)	613 (35.8)	730 (42.6)	1713 (100.0)
3	The policies are well implemented and all employees are given equal opportunity to benefit from it.	0 (0.0)	940 (54.9)	578 (33.7)	0 (0.0)	124 (7.2)	71 (4.1)	1713 (100.0)
4	Performance in your bank is well defined and reward/compensation for it is done without bias.	0 (0.0)	981 (57.3)	537 (31.3)	192 (11.2)	3 (0.2)	0 (0.0)	1713 (100.0)
5	Employees of your bank are very satisfied with mode of implementation of motivation/reward/compensation strategies in your bank.	0 (0.0)	1082 (63.2)	628 (36.7)	3 (0.2)	0 (0.0)	0 (0.0)	1713 (100.0)

**Source:** Field Survey 2015

**Employees' Satisfaction (Motivation/reward/compensation)**

From Table above, one thousand, five hundred and twenty-one, 1521(88.8%), of the respondents accepted that Employees of their bank are motivated with rewards and compensations after good performance, but 192(11.2%) of the respondents did not accept. Similarly, only 132(7.7%) rejected that there are policies for rewards and motivation of employees but majority 1581(92.3%) of the respondents did not accept that there are policies for rewards and motivation of employees in the bank. Consequently, 1518(88.6%) rejected while 195(11.3%) accepted that Performance in the bank is well defined and reward for it is done without bias. Finally, most of the respondents 1710 (99.8%) rejected that Employees are very satisfied with the mode of implementation of motivation strategies in the bank, only, 3(0.2%) accepted that Employee are very satisfied with the mode of implementation of motivation strategies in their bank.

**Hypothesis:**

$H_0$  = There is no significant relationship between relationship and employees' job satisfaction (motivation/reward/compensation) in Nigerian banks.

**Model**

$$Y = b_0 + b_1 SSR + U_t$$

Where:

Y= Employees' Satisfaction (Motivation)

$b_0$ = base constant or the intercept

$b_1$ = regression coefficients of the independent variable

$x_1$ = relationship(R)

$U_t$  = Stochastic variable

**Data Interpretation**

**Table 3.**

Model Summary <sup>b</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.202 <sup>a</sup>	.041	.040	1.465	.041	72.952	.000

a. Predictors: (Constant), Relationship  
 b. Dependent Variable: Motivation

**Table of Model Summary on Relationship and Motivation (reward/compensation)**

**Table 3**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.480	1	156.480	72.952	.000 <sup>b</sup>
	Residual	3670.067	1711	2.145		
	Total	3826.548	1712			

a. Predictors: (Constant), Relationship  
 b. Dependent Variable: Motivation

**Anova Table on Relationship and Motivation (reward/compensation)**

**Table 4.**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.021	.395		35.490	.000
	Relationship	.191	.022	.202	8.541	.000

a. Dependent Variable: Motivation

**Table of Regression Coefficient on Relationship and Motivation (reward/compensation)**

From Table 4 above,  $b_0$  intercept when regression line crosses Y axis (Constant) is 14.021 when  $X = 0$ . Hence, the following equation result was obtained:  $Motivation = 14.021 + b_1 \cdot 0.191$  These are unstandardized coefficients because they are measured in their natural units. The estimated coefficient model shows that, the estimate of model parameter is consistent with prior expectations for  $b_1$ .

The result of the regression analysis came out as  $df = (1712, 1)$ ,  $r = 0.202$ ,  $F = 72.952$ ;  $P = 0.000 < 0.05$ . In addition the coefficients (parameter estimate) of  $b_1$  (0.191) is predicted, holding other variable constant. This indicates a Positive significant relationship between relationship and employees' satisfaction (motivation/reward/compensation). Thus an increase in cordial relationship will induce a corresponding increase going by the result. Consequently, the overall statistical significance of the independent variables reliably predict the dependent variable (significance is indicated by p Values less than  $\alpha$  (0.05). That is relationship can reliably predict the effect on the dependent variable; employees' satisfaction (motivation/reward/compensation).

**Explanatory Power of the Model**

The  $R^2$  measured the goodness of fit of the regression model and showed the explanatory power of the model. In the analytical summary on table 4.11a, the coefficients of determination  $R^2 = 0.041$  implies that about 4.1% of the total variations in Motivation (reward/compensation) is explained by relationship. An increase in cordial relationship will bring about a corresponding increase in Motivation (reward/compensation) to about 4.1%. While the remaining 95.9% could however be attributed to the stochastic variable  $\mu$  which includes other variables not explained in the model. Hence  $R^2$  denotes a low but significant explanatory power relationship between relationship and the explanatory variable.

**Outcome of the Hypothesis-Test**

In testing the hypothesis, it was observed that superior-subordinate relationship had a significant effect on Employee's satisfaction (Motivation) ( $p = 0.000 < 0.05$ ). Base on the result, we reject the null hypothesis, following statistical test of significance, that there is no significant effect of relationship on employees' satisfaction (motivation/reward/compensation) in favour of the alternative hypothesis.

## **Discussion**

Relationship in a workplace can be friendly or unfriendly. It has been found in this work that relationship is significantly related to employee's job satisfaction in Nigerian banks. This implies that workplace friendship is very important for both employees and Organization. Jain and Kaur (2014) state that work environment can implicate the social relation at workplace and also maintain the relationship among colleagues, supervisors and the organization. It describes the neighboring circumstance in which employees are working. A conducive work environment may give prove satisfactory to workers. A satisfied, happy and hardworking employee is the biggest asset of any organization.

Superior-subordinate relationship had a significant effect on Employee's satisfaction. Motivation) ( $p= 0.000 < 0.05$ ). This is in consistent with Arvey, Dewhirst and Brown (2003) who found that a positive relationship between top management and other employees exist. This is encouraged by motivational incentives as training, compensation and promotion. Similarly, Vrasidas and Glass study (as cited in Bednall, Sanders & Runhaar, 2014) state that traditionally, the development of employee knowledge and expertise has been thought of as a top down practice with senior leaders determining what employees' learning needs are, and providing various forms of training such as managerial development programmes.

## **Conclusion and Recommendations**

Employees' relationship has positive effect on job satisfaction. When employees are motivated in various forms by supervisors and the work relationship is conducive and friendly, workers are excited and productive level will be high. Work environment can implicate the social relation at workplace and also maintain the relationship among colleagues, supervisors and the organization. It was adduced that in most banks, employees are motivated with rewards and compensations after good performance.

The following recommendations are made based of the outcome of the research:

1. The management of the banks should create an environment in which employees are treated with courtesy, listened to and allowed to air their views without fear. They should provide an environment in which honesty and openness are valued. This will improve banking performance in Nigeria.
2. Management should plan and introduce better superior-subordinate relationship in all levels of the staff so as to create a motivational relationship that makes employees appreciate themselves irrespective of their levels. This could improve individual and corporate performance.
3. Organizations should, as quickly as, respond to issues of labour turnover before it is out of control. Hence, it is cheaper to retain an existing good staff than to risk the hiring of untested new one.
4. In order for Organizations to have satisfactory and productive workforce, Organizations must design and fashion out an effective HR management system that will enhance employee performance and retain them in the organization

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