



# **Work Values and Employee Performance of Deposit Money Banks in Anambra State, Nigeria**

**Okafor, Nkemakonam Chiadikaobi <sup>a</sup>,  
Ndubuisi-Okolo, Purity Uzoamaka <sup>a\*</sup>  
and Anekwe Rita Ifeoma <sup>a</sup>**

<sup>a</sup> *Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.*

## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

Misalignment of work values has led to detrimental outcomes such as low commitment to duty and decreased competence levels among employees. This study investigated the effect of work values on employee performance of Deposit Money Banks in Anambra state, Nigeria. Specifically, the study examined the effect of job autonomy on employee commitment; and the effect of job security on employee competence. The study anchored on the Expectancy Theory, developed by Victor H. Vroom in 1964. Descriptive survey research design was used. The population of the study comprised 231 drawn from the three predominating deposit money banks in the state. These deposit money banks were; Fidelity Bank, First Bank of Nigeria and Zenith Bank respectively. Sample size of 146 was determined using Taro Yamane's formula. The main research instrument

\*Corresponding author: Email: [pu.ndubuisi-okolo@unizik.edu.ng](mailto:pu.ndubuisi-okolo@unizik.edu.ng);

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that was used for the study is structured questionnaire. The research instrument was subjected to both content and construct validation. Test-re-test reliability method was adopted. Data collected for the study were quantitatively analysed using both descriptive and inferential statistics. The descriptive statistics used include mean, tables, frequencies, percentages and charts while the inferential statistics used is Ordinary Least Square (OLS) regression analysis, with aid of SPSS version 20. The hypotheses were tested at a 5% level of significance. The finding revealed that there is a statistically significant positive relationship between job autonomy and employee commitment. Also, that Job security has a statistically significant positive effect on employee competence in deposit money banks in Anambra State. The study concluded that work values has significant positive effect on employee performance in deposit money banks Nigeria. The study recommended amongst other that banks need to build in as much autonomy as possible in their job design such that will allow the employees to be able to craft their jobs in some aspect the way it will suit them, as this will go a long way in making them more committed to their jobs.

*Keywords: Work values; employee performance; job autonomy; job security; and employee competency.*

## 1. INTRODUCTION

“The alignment of individual work values with organizational goals can lead to enhanced employee commitment, reduced turnover, and increased productivity” [1].

The Nigerian banking industry, particularly Deposit Money Banks (DMBs), has undergone substantial transformations due to regulatory reforms aimed at stabilizing the financial system [2]. These changes have intensified competition and heightened the demand for improved performance among employees. However, the current landscape reveals significant challenges, including technological advancements, negative organizational politics, and inadequate financial incentives. Such factors contribute to a decline in employee morale and a disconnect between individual work values and organizational expectations [3].

Research indicates that work values can be categorized into intrinsic and extrinsic types [4]. Intrinsic values focus on self-fulfillment and personal growth, while extrinsic values relate to job security and material rewards. This distinction is crucial in understanding how various factors—such as generational differences and cultural contexts—affect employee motivation and performance. The concept of value congruence, which refers to the alignment between personal and organizational values, emerges as a vital determinant of employee engagement and productivity [5].

In Anambra State's DMBs, the observed misalignment of work values has led to detrimental outcomes such as low commitment

to duty and decreased competence levels among employees. The prevailing work environment often fails to empower employees or provide adequate job security, leading many to seek alternative employment opportunities. If these issues remain unaddressed, they could culminate in severe performance deficits that threaten the viability of these financial institutions. Hence this study investigates the effects of work values on employee performance within the context of Deposit Money Banks in Anambra State.

### 1.1 Objectives of the Study

The main objective of the study is to examine work values and employee performance of Deposit Money Banks in Anambra State. Specific objectives include;

- i. Determine the effect of job autonomy on employee commitment in deposit money banks in Anambra State.
- ii. Examine the effect of job security on employee competence in deposit money banks in Anambra State.

## 2. LITERATURE REVIEW

### 2.1 Conceptual Review

#### 2.1.1 Work values

“The term “work” is related to the concept of “energy” as a labour resource stored in a body or a set of bodies. Energy in science is equal to what economics describes as the capital” [6]. “Although the definition of the concept of human labour depends on many factors, including historical, cultural and socio-economic ones, it

may also have its foundations in philosophy, economics or social sciences” [6].

“The concept of work has multiple definitions formulated from different points of view. Individual sciences use different definitions. Various sciences developed different concepts of work, although they all are denoted with the same term” [7]. “Each of the sciences has its own definition of work corresponding to research needs, human work, shows the complexity of the concept, as well as to determines its meaning for our lives. Work is an organized human activity leading to the creation of products and services needed by the society, and on the other, to the acquisition of funds needed for development and improvement of living standards” [7].

“Work values is better understood when the practical meaning of values is thoroughly known. A value is a principle or standard held in high esteem by an individual, and is related to all aspects of one’s personal and work life. Values develop so that individuals can meet their needs in socially acceptable ways” [8]. “The more individuals know about their own values, the better they will be at determining which work environment best fits their personal and professional needs, and the skills they want to use and develop themselves. Values play a central role in human motivation on achievement and decision-making processes” [3]. Work values are, but one aspect of an individual’s values system. Work values are the values that individuals hold; a “desired end state” of their participation at work. Thus, these work values assist in defining career paths and goals [3]. “Values have been analyzed from different angles, in particular their multiple causes at the individual or contextual level as well as their potential consequences for one’s life satisfaction, economic self-sufficiency, or non-electoral political participation” [3]. Lechner, Obschonka and Silbereisen [9] argue that work values play a key role in influencing employees’ effective responses both to work in general and to specific task characteristics. Work values are the values that individuals hold, a “desired end state” of their participation at work. Thus, these work values assist in defining career paths and goals [3]. An individual entering an organization will be affected by their work values and will use these values to guide how they “should” function. Cemalcilar, Secinti and Sumer [3] suggests “that the work values of individuals affect their work desire or goal, as well as their effort and work performance”.

Work values define the general motivation to work and what kind of work we are looking for. The research on work values is thereby spread over multiple disciplines such as sociology, psychology, economics, and political science [3] which leads to a large variety of understandings and variances in the analysis of work values. The literature largely agrees that work values contain different dimensions and sub concepts. The most common distinction, thereby, is between intrinsic and extrinsic work values [10]. “Preferences for work may differ between individuals: some may prefer a job that offers economic benefits, whereas others may look for self-fulfilment in a job. The first refers to extrinsic work values, which cover tangible things such as income, working hours, pension schemes, or insurances. In that sense, these values are external to the individual as they are not connected to the way one works or to the content of one’s work” [11].

Hallman and Müller [12] posit that “the main purpose of extrinsic values is to reduce the general unpleasant character of work by providing favourable circumstances. In other words, even if someone does not like the content of her work, she might still appreciate it if it provides a decent pay or other amenities”. However, following Ester, Braun, and Vinken (2016), extrinsic work values “are no longer sufficient to do the job” of fostering economic development.

### 2.1.2 Employee performance

“The definition of employee performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. Employee Performance can be described as responses in the form of behaviors reflecting what has been learned by the employee or the kind of training that the employee has received; it encompasses the outcome of the mental and psychological capabilities” [13]. “Employee Performance is a record of success resulting from the function of a particular job / activity over a given period. It is the degree of completion of tasks that accompany a person’s job to how well the individual meets the job demand” [13]. “It is a concept that is increasingly popular amongst scholars of management sciences, which is vital to both individual and the organization. Employee Performance contributes to the overall betterment of the processes of the organization particularly in terms of efficiency and productivity” [14].

“Employee performance has linkage to the activities and tasks employees carry out in effective and efficient manner, and it also dictates how much employees contribute to the organization and among the contributions of employees are output quantity, work attendance, and accommodating attitude” [15]. “Furthermore, the financial or non-financial outcomes of the employee which are closely related to the performance and success of the organization is also reflected by employee performance” [15]. In regards to the notion of employee performance, it is measurable using different mechanisms [13] and in general, performance encompasses what is done or not done by employee. It entails the full outcome or success of a person during specific periods of duty as opposed to the predetermined and established standard of work and targets or criteria [14]. “Performance is the product of the capacity of employee, multiplied with support and effort. Hence, reduction or nonexistence of one factor will cause decrease in performance” [16].

Researchers have defined employee performance as well as highlighted parameters affecting employee performance as in the following. Anitha [17] reports that the performance of an individual or an organization depends strongly on all organizational activities, policies, practices, knowledge management practices and employee engagement. These elements are vital determinants fostering high levels of employee performance. While Islami, Mulolli and Mustafa [18] recognize managing performance as a planned process of which the key elements are (i) agreement (ii) measurement (iii) support (iv) feedback (v) positive reinforcement, which shaped outcomes in terms of performance expectation. Also, Bataineh [19] highlights employee performance as a combination of efficiency and effectiveness of the employee’s daily tasks to meet the expectations of the stakeholders. He further pointed out that, employees are the main contributors of an organization, the growth and success of the organization depends largely on employees’ performance, thus, management should learn to manage employees strategically and evaluate whether to upscale employee or not.

### **2.1.3 Job autonomy and employee commitment**

Here, employees’ commitment is seen as an outcome variable and job autonomy is seen as predictor variable. Wooll [20] states that job

autonomy refers to how much freedom employees have to do their jobs. Specifically, it relates to the pace at which work is completed, its order of completion, and a person’s freedom to work without micromanagement. Job autonomy can be characterized as a “practice or collection of practices involving hierarchical delegation of responsibility, in order to provide employees with enhanced decision-making powers to carry out primary tasks” [21]. “Employee commitment is the psychological attachment of employees to their workplaces” [21]. Commitment to organization is positively related to such desirable outcomes as job autonomy, job satisfaction and negatively related to such outcomes as absenteeism and turnover. Oparanma [22] states that job autonomy brings employee’s commitment.

### **2.1.4 Job security and employee competence**

Analysis by Frone [23] shows that “job security and competence have relationship with competency-based management and individual’s sense of mastery. Competency-based management emphasizes that employability, career progression, high performance, and job retention are significantly influenced by technical and behavioral competencies of employees” [23]. “Therefore, it seems that the desirable status of employees’ competence can be effective in their performance” [24]. “The high performance of workers can also be one of the reasons for sustainability and no fear of getting laid off. Individual’s sense of mastery theory suggests that employees have better control over themselves and their jobs when they have the skills and competencies needed to deal with organizational and occupational changes, especially technological advancements and as a result, they perceive higher job security” (Goldstein, 2020). “When employees have the required minimum competencies, they can work with security awareness, use digital tools in the workplace more securely, can demonstrate better performance, and earn customer satisfaction” [24]. “However, in recent years, the question of whether competence can be a factor in job security seem not to have been studied and there appears to be a general research gap in this area. Job security is identified by researchers as a constant and striking construct for performance and satisfaction and competence. The work environment should not be polluted due to stress or job insecurity perception as it creates detrimental effects on performance, health and well-being of employees. Negative attitude of employees towards job

decreases performance and negative outcomes” [23,24].

### 2.1.5 Work values and employee performance

“As organizations have different organizational culture and values, so do individuals attach different levels of importance and value to the tasks that they are employed to perform” [25]. “Such beliefs, ideas and conceptions are referred to as ‘work-values’ which may likely differ, among individual employees within the same organization. In essence, work-values of the individual worker determine the attitude and disposition likely to be displayed while discharging his/her daily duties” [26]. “The backdrop of such dispositions and attitudes determine the level of organizational productivity” [25]. “It is necessary to single out the extrinsic and intrinsic values attached to work by employees, within organizations, this is because employees with intrinsic motivation are likely to perform better in more challenging job tasks requiring special skills, and will have stronger organizational commitment” [27]. Ultimately, work values have great impact on employee performance in any organization.

Work value is one of the factors that affects the improvement of the task performance and conceptual performance. Indermun & Bayat [28] agree that there is an undeniable correlation between work value and employee performance, in their view, psychological and physical rewards have significant impact on work value. Also, employees should be rewarded and motivated to achieve work value, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance. In addition to these, Employee empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too Javed et al., [29]. In Awan and Tahir [30] “there is a positive relationship between work value and employee performance with respect to pay package, security level, and the reward system. Also, employees’ performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system”.

“Work value has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and they contribute to the overall goals and success of an organization, unlike dissatisfied employees who are considered as burden for any organization” [31].

## 2.2 Theoretical Framework

The Expectancy Theory, developed by Victor H. Vroom in 1964, posits that individual behavior is a result of conscious choices aimed at maximizing pleasure and minimizing pain. Central to this theory are three components: Valence, Instrumentality, and Expectancy. Valence reflects the value an employee places on rewards, whether intrinsic (satisfaction) or extrinsic (money, promotions). Instrumentality is the belief that performance will lead to desired rewards, while Expectancy is the confidence that effort will result in performance. Together, these factors create a motivational force that influences employee behavior.

The equation representing this relationship is:

$$MF = \text{Expectancy} \times \text{Instrumentality} \times \Sigma (\text{Valence})$$

where MF \$\$ denotes the Motivational Force. This theory emphasizes that motivation is not uniform; it varies based on individual characteristics such as personality, skills, and past experiences. Therefore, management must understand employees' work values to effectively motivate them.

The relevance of this theory to the study of work values and employee performance is significant. Work values—such as job security, autonomy, and competence—are crucial determinants of performance. When employees perceive a strong connection between their efforts and the rewards they receive, they are more likely to exhibit behaviors that enhance organizational outcomes. For instance, employees expecting financial incentives are likely to demonstrate punctuality and quality service. Deposit Money Banks in Anambra State, understanding how work values influence employee performance can help address challenges such as low commitment and negative workplace behaviors. The Expectancy Theory provides a framework for linking employee motivation with performance outcomes, thereby highlighting the importance of aligning organizational practices with employees' expectations and values.

## 2.3 Empirical Review

Letam [32] investigated “the relationship between job security and employee engagement in teaching hospitals in South-South Nigeria, assessing the extent to which measures such as dedication, vigour and absorption are influenced or impacted by job security. The correlational design was adopted as the research design for the research, and data was obtained using the structured questionnaire from 124 staff in 7 teaching hospitals in South-south Nigeria. The Spearman’s rank order correlation coefficient was utilized in the test for the hypotheses of the study, with all relationships observed to be significant and positive in nature. The findings showed that job security significantly contributes toward improving employee engagement, enhancing the extent to which workers are dedicated, vigorous and also absorbed in their roles and the organization. Going by the findings, it was concluded that the perceptions and assurance of job security positively drive the engagement of the employees. It was in this vein recommended that work arrangements and the structuring of such emphasize on the workers’ significance and relevance to the organization”.

*Emmanouil F. Papavasileiou, Dimitrios P. Stergiou, and Irimi Dimou* [33] carried out “a study in teaching hospitals and revealed that job security plays a significant role on employee engagement. Though, employee engagement is not part of the variable of the present study, but could be used to measure employee performance. Work values is a key concept in understanding generational identity in workplace settings. Drawing on a systematic literature review ( $N=30$ ), we capture, describe and synthesize the factorial space of work values for the Millennials’ (post 80s) generation in tourism research. The findings reveal a disparate space of more than 70 different factors, derived mostly from inductive approaches. Using a “start with theory” approach drawn on basic human values theory as applied in tourism work settings, we synthesize these factors along four dimensions – instrumental, cognitive, affective, and prestige”.

Yao Wenyan<sup>1,2</sup>, Mohd Anuar Arshad<sup>2</sup>, Zhao Mengjiao<sup>2</sup> [34] conducted research on Work Values Review: Research Progress and Prospects. This paper presents an extensive overview of work values through a comprehensive review of the concepts, structural dimensions, measurement tools, and the impact of demographic variables on work values.

Findings reveal discrepancies in the conceptualization and dimensions of work values, indicating a need to enhance the reliability and validity of measurement tools. The research on influencing factors exhibits inconsistencies. Furthermore, there is ongoing debate regarding the relationship mechanism between work values and work outcomes, and further exploration of matching issues is warranted. In conclusion, this paper discusses the limitations of the study and provides future research prospects, aiming to stimulate in-depth exploration and practical application in the field of work values.

Ofre and Andow (2022) examined “the effect of Job Security on employees’ performance at Berger Construction Company in Nigeria. The study adopted the survey research design. The population of the study consisted of 518 employees of Berger Construction Company in Nigeria which was also used as the sample size. The method of data collection was a questionnaire which was administered to the respondents. The statistical tools adopted for this study were correlation and simple regression models. The findings revealed that there is a positive and significant effect of job security on employees’ performance in Berger Construction Company in Nigeria. The study recommended that Berger Construction Company should continue to ensure the effective promotion of their employees to higher statuses and higher positions and also ensure they improve their salary system. This study was carried out in a different locality and was focused more on the sub variables used in the current study”.

Chen and Zhang (2021) investigated “work values and performance of Post -90s IT employees: the mediating effect of organizational citizenship behaviour. The study was to find out the impact of Organizational Citizenship Behavior (OCB) of IT- employees on the employees’ work performance and to find out whether the OCB of post- IT employees has been a mediating variable in the relationship between employees’ work values and work performance. The design employed for the study was descriptive survey method. A total of 450 questionnaires were distributed in the survey, of which 390 were from a post -90s sample, with a recovery rate of 86.67%. A seven-point Likert scale was used to measure the three variables involved in the study. The research conclusions showed that the work values of post- 90s IT employees have a positive effect on OCB and work performance, and that OCB has a partial mediating effect on the relationship between work values and work

performance of post-90s IT employees. This work was carried out in a different country and was a mediating study which is quite different from what the present study did”.

Asenge and Dewua [35] examined the effect of work ethics on employee commitment in the Nigerian Insurance Industry. The primary objectives of the study were; to determine the effect of accountability on employee commitment in insurance companies, to determine the effect of integrity on employee commitment and to determine the effect of trustworthiness on employee commitment. The study adopts a survey design and primary data were collected through self-administered questionnaire. Validity and reliability of the instrument were done using construct validity and Cronbach Alpha respectively. Descriptive statistics were used for presentation of data on demographic characteristics of the respondents while regression analysis was used for test of formulated hypotheses with the aid of the Statistical Package for Social Sciences (SPSS Version 23). Findings of the study revealed that accountability has a significant effect on employee commitment in the Nigerian insurance industry. The study also indicates that integrity and trustworthiness have a positive significant effect on employee commitment in the Nigerian insurance industry. The study concludes that work ethics in organizations significantly affects the commitment and productivity of employees. In this study, though carried out in Nigeria and used same variables, but it was carried out in the insurance industry.

Sarinah, Akbar and Prasadja [36] in Indonesia examined “the effects Work autonomy, self-efficacy, and work engagement on organizational commitment, and the effects job autonomy and self-efficacy on work engagement also the effects job autonomy on self-efficacy. Path analysis method with field survey was used in the research. Population consisted of 109 employees of PT. Transportation Jakarta and simple random sampling technique with Cochran formula resulting 85 sample size. Instrument development was through framing indicators of variable, testing instruments, and testing reliability and validity. Results confirmed that: (1) Job autonomy has positive direct effect on organizational commitment, (2) Self-efficacy has positive direct effect on organizational commitment, (3) work engagement has positive direct effect on organizational commitment, (4) job autonomy has positive direct effect on work

engagement, (5) self- efficacy has positive direct effect on work engagement and (6) job autonomy has positive direct effect on self-efficacy. This study’s findings is already old, and was also carried out outside the shores of Nigeria” [37].

### 3. METHODOLOGY

A descriptive survey research design was adopted. This study was carried out in Anambra State. The population of the study comprised 231 staff members drawn from the three predominating deposit money banks in the state. The population of the study comprised 231 staff members drawn from the three predominating deposit money banks in the state. These deposit money banks were; Fidelity Bank, First Bank of Nigeria and Zenith Bank respectively. Sample size of 146 was determined using Taro Yamane’s formula. The main research instrument that was used for the study is structured questionnaire. The research instrument was subjected to both content and construct validation. Test-re-test reliability method was adopted which resulted in 0.86 and it was considered reliable. Data collected for the study were quantitatively analyzed by the researcher using both descriptive and inferential statistics. The descriptive statistics used include mean, tables, frequencies, percentages and charts while the inferential statistics used is Ordinary Least Square (OLS) regression analysis, with aid of SPSS version 20. The hypotheses were tested at a 5% level of significance.

#### 3.1 Data Presentation and Analysis

A total of 146 copies were distributed in accordance with the sample size of the study, 136 representing 93% were returned, out of which 4 copies, representing 3% were unused. Therefore, only 132 copies, representing 90% of the distributed copies were used and analysed.

#### 3.2 Test of Hypotheses

##### 3.2.1 Hypothesis one

There is no significant relationship between job autonomy and employee commitment in deposit money banks in Anambra State.

Table 1 shows the regression analysis result for hypothesis one which states that there is no significant relationship between job autonomy and employee commitment in deposit money banks in Anambra State. From the result, it is seen that the R which is the correlation

**Table 1. Regression result for hypothesis one**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917 <sup>a</sup>	.841	.840	4.925

a. Predictors: (Constant), Job Autonomy

**Table 2. ANOVA output for hypothesis one**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16676.502	1	16676.502	687.587	.000 <sup>b</sup>
	Residual	3152.976	130	24.254		
	Total	19829.477	131			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Job Autonomy

**Table 3. Regression result for hypothesis two**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993 <sup>a</sup>	.986	.986	1.454

a. Predictors: (Constant), Job Security

**Table 4. ANOVA output for hypothesis two**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19427.372	1	19427.372	9185.149	.000 <sup>b</sup>
	Residual	274.961	130	2.115		
	Total	19702.333	131			

a. Dependent Variable: Employee competence

b. Predictors: (Constant), Job security

coefficient is .917 signaling a strong positive relationship while the coefficient of determination represented by R Square ( $R^2$ ) is .841 meaning that an 84% change in the dependent variable (employee commitment) is as a result of changes in the independent variable (job autonomy).

Table 2 shows the ANOVA output for hypothesis one which states that there is no significant relationship between job autonomy and employee commitment in deposit money banks in Anambra State. From the Table, the F is 687.587 while the sig (p-value) is .000. Going by the decision rule which states that if the p-value is less than .05, then the alternate hypothesis should be accepted, therefore, the alternate hypothesis is accepted and it is stated that there is a statistically significant positive relationship between job autonomy and employee commitment in deposit money banks in Anambra State.

### 3.2.2 Hypothesis two

Job security has no significant effect on employee competence in deposit money banks in Anambra State.

Table 3 shows the regression analysis result for hypothesis two which states that job security has no significant effect on employee competence in deposit money banks in Anambra State. The result from the Table reveals that the R is .993 signalling a strong positive relationship while the  $R^2$  is .986 meaning that a 99% change in the dependent variable (employee competence) is as a result of changes in the independent variable (job security).

Table 4 shows the ANOVA output for hypothesis two which states that job security has no significant effect on employee competence in deposit money banks in Anambra State. From the Table, the F is 9185.149 while the p-value is .000. Going by the decision rule which states that if the p-value is less than .05, then the alternate hypothesis should be accepted, therefore, the alternate hypothesis is accepted and it is stated that job security has a statistically significant positive effect on employee competence in deposit money banks in Anambra State.



## 4. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### 4.1 Summary of Findings

There is a statistically significant positive relationship between job autonomy and employee commitment in deposit money banks in Anambra State ( $R = .917$ ;  $R^2 = .841$ ;  $F = 687.587$ ;  $P\text{-value} < .05$ ).

Job security has a statistically significant positive effect on employee competence in deposit money banks in Anambra State ( $R = .993$ ;  $R^2 = .986$ ;  $F = 9185.149$ ;  $P\text{-value} < .05$ ).

### 4.2 Conclusion

Organizations perform well due to many factors, one of such factors that determine their performance is work value which defines how an employee desires his or her work to be. That is, the work-related qualities, principles and standards that really matter to an employee. These work values are influenced by factors such as working environment, fair policies and practices, pay and job security. Therefore, this work was geared towards understanding the role work value plays in influencing the performance of the employees. After collecting data and deploying appropriate techniques in analyzing it and getting results thereof, the study, therefore, concludes that work values have a significant relationship with employee performance in deposit money banks in Anambra state, Nigeria.

### 4.3 Recommendations

The study made the following recommendations:

- a) Banks need to build in as much autonomy as possible in their job design such that will allow the employees to be able to craft their jobs in some aspect the way it will suit them, as this will go a long way in making them more committed to their jobs.
- b) The banks need to find a way to tie the security of the jobs of their employees to their competence level through making higher and fire decision based on the competence and experience level of the employees.

## 5. LIMITATIONS

The focus on a single generational cohort, and the generalizability of the findings across other sectors or countries is missing.

## DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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