



## EFFECT OF MANAGEMENT SUPPORT ON EMPLOYEE COMMITMENT OF THE SELECTED DEPOSIT MONEY BANKS IN LAGOS STATE, NIGERIA

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### ABSTRACT

*Despite the advancements and achievements made by banking and financial institutions, deposit money banks, especially in Nigeria, continue to face challenges in terms of employee attitudes toward work and customers. Low dedication, low work satisfaction, poor constructive conduct, and low employee loyalty are evident in employee attitude issues. Hence, this study examined the effect of management support on employee commitment to selected Deposit Money Banks in Lagos State, Nigeria. A survey research design was adopted. The population was 568 directors, top management staff and human resources managers of six selected deposit money banks in Lagos State, Nigeria. A sample size of 292 was found usable. Stratified random sampling was adopted. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.76 to 0.88. The response rate was 86.9%. Data were analyzed using descriptive and inferential statistics. The results of the hypothesis showed that there is a significant effect of management support on employee commitment of the selected deposit money banks in Lagos State, Nigeria. The study recommended that management should give adequate support to their employees to enhance their organizational commitment, as supported by numerous existing studies in the past.*

**Keywords:** Deposit Money Banks, Employees commitment, Employee attitude, Management Support,

## 1.0 Introduction

The financial sector of any country can be described as the engine that drives its economy, and the attitude of its employees is crucial. Employees' attitudes in banks are critical because they are on the front lines in dealing with clients, acting as channels for funds from savers to borrowers for investment, which is a critical component of economic development. Employees' attitudes, especially in banks, play a big role in determining whether the bank is heading in the right direction or not. Despite the advancements and achievements made by banking and financial institutions, deposit money banks, especially in Nigeria, continue to face challenges in terms of employee attitudes toward work and customers (Global Financial Development Report, 2016). Low dedication, low work satisfaction, poor constructive conduct, and low employee loyalty are evident in employee attitude issues. As a result, such research is needed to provide the necessary solutions. The lowest employee commitment rate is found in Niger (0.6%), Rwanda (2.3%), Togo and Burundi (both 2.8%). For 16 of the 19 African countries with data between 2015 and 2018, employee commitment is higher in the financial sector than in the nonfinancial sector (Global Financial Development Report, 2016).

Many scholars (Bilal, Waseem & Ali, 2020; Mbugua, Waiganjo, & Njeru, 2015; (Mojambo, Tulung & Saerang, 2020; Nyaema & Wambua, 2019) have examined the relationship between management support and employee attitude of banks. However, the studies have yet to examine management support concerning employee commitment to deposit money banks in Nigeria. Rubel, Rimi and Walters (2017) emphasised that further study should investigate how management support can affect employee commitment among firms in major sectors in Nigeria. Therefore, there is a need to examine the effect of management support on employee commitment in deposit money banks in Nigeria to fill this gap in existing knowledge. In today's competitive world, every organisation faces new challenges regarding sustained productivity and creating a committed workforce (Sutanto & Kurniawan, 2016). Nowadays, no organisation cannot perform at peak levels unless each employee is committed to the organisation's objectives (Chiekezie, Emejulu, & Nwanneka, 2017). According to Olanrewaju, Van Der Westhuizen and Awotunde (2019), most banks have been characterised by poor quality work output and low productivity due to the challenges of lack of commitment from employees. Due to the problems identified above, it can then be asked: what is the relationship between management support and employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria?

**Research Objective**

To examine the effect of management support on employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria.

**Research Question**

To what extent does management support significantly influence employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria?

**Hypothesis**

There is no significant effect of management support on employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria.

**2. Literature Review****2.1.1 Conceptual Review of Management Support**

Organisational support is defined as the extent to which workers perceive that the organisation values their contributions and cares about their wellbeing (Rozaini, Norailis, & Aida, 2015). Supervisor support refers to the supervisors helping their employees demonstrate the skills, knowledge, and attitudes collected from the training program (Rhoades & Eisenberger, 2012). According to Bhatti (2013), supervisor plays essential role in training effectiveness. With getting support from the supervisor, the transfer of the training process can be successful. This is because the employee will tend to lose focus when they do not monitor or supervise. It is said to be one of the most powerful tools in enhancing the transfer of training and is supported by numerous studies (Baldwin, Ford, & Prasad, 2018; Ismail, 2016).

According to Putter (2013), the support can be emotional, instrumental, and at the same time, the support provided before and after the training program. Feedback would also be a form of supervisor support (Van der Klink, Gielen & Nauta, 2001). This is because feedback is seen as part of supervisor support whereby the supervisor identifies which area of their employees needs to be improved, encouraging them to join the training program, and helping them to apply the learned skills upon completing their job. Apart from that, Ismail (2016) stated that supervisor is also responsible for allocating the budget for their employee's developmental purpose. This is because individuals have the right to increase their knowledge, skills, and abilities. Hence, this can only be achieved when they undergo the organisation's training program.

Goleman (2017) mentioned that a good supervisor should be able to develop achievable targets, spread positive attitudes throughout the organisation, and increase the employees' awareness of why the training is fundamentally important for them. Congruently, these objectives are achievable if the supervisor fully supports their employees. The effectiveness of the supervisor support also depends on how the supervisor deals with the employees who resist participating in the training activities (Baldwin, Ford, & Prasad, 2018). Besides, Baldwin, Ford and Prasad (2018) identified that discussions between supervisors with their employees could also certainly stimulate the transfer of training. This is because; the employees feel that they are valued in the organisation.

Yarnall (2018) refers to supervisor support as the care and responsibility of the supervisors for their employees' careers. They will spend time together to discuss the matter, thus taking into account actions to be taken for the employees' development. As a matter of fact, the supervisor themselves must have a basic understanding of development concepts before they can facilitate their employees (Karatepe, 2013).

Organisational support can be defined as the beliefs of the staff of an organisation that it appreciates their efforts and prioritises their welfare. (Eisenberger Malone & Presson, 2016). Hence, the opinions of the staff that their welfare is valued and their efforts are appreciated contains two meanings. The first one is the opinion that the organisation recognises their contributions. Secondly, the employees perceive that their welfare is a priority to the organisation. (Ahmed & Nawaz, 2015). Individuals who have high organisational support will meet the requirements for validation, recognition and social identity, they expect that their outstanding employee attitude and behaviour in the organisation will be recognised (Eisenberger, Lynch, Aselage, & Rohdieck, 2004).

Nevertheless, studies have shown that employees with high organisational support believe the organisation is concerned with their well-being. As a reaction, they participate in Organisational Citizenship Behaviour (Eisenberger, et al., 2016). Organisational support (sometimes interchangeable with "perceived organisational support") refers to workers' perceptions of whether an organisation cares about their well-being and contributions (Latif & Sher, 2016). It also encompasses employees' assessment of whether the organisation helps them achieve professional and personal goals. Employees who perceive good organisational support feel safer in their jobs and are more engaged with their work (Iqbal, *et al.*, 2020).

### 2.1.2 Conceptual Review of Employee Commitment

Somunoglu, Erdem, and Erdem (2012) defined employee commitment as the degree to which an individual embraces the values and goals of an organisation. The key notion in each of these definitions is that organisational commitment is a major variable that influences several organisational outcomes such as employee job employee attitude and job satisfaction, personnel turnover, and organisational citizenship behaviour. Gelade, Dobson and Gilbert (2016) indicated that organisational commitment should be of interest to organisations because there is a body of research that links levels of organisational commitment to several outcomes for an organisation. Schweizer and Patzelt (2018) defined employee commitment as the employees' decision to stay with a firm regardless of the organisational climate or the change they are in.

According to Klein, Molloy and Brinsfield (2020) commitment convey the significance of a relationship between partners and their will to proceed with the relationship in the future. However, when employees sense uncertainty their will to continue working for the firm dissolves. Employee commitment is important because high levels of commitment lead to several favourable organisational outcomes. It reflects the extent to which employees identify with the organisation and is committed to its goals. In today's competitive business environment, every organisation is facing a problem of attracting and retaining, competent human resource (Barzoki & Sarand, 2015).

Ayupp and Chung (2010) stated that the commitment of employees is an important issue because it may be used to predict employee's employee attitude, absenteeism and other behaviours. Ayupp, et al. (2010) further said that job satisfaction has the highest impact on high employees' commitment and productivity. Jepkorir, Lagat and Ng'eno (2017) researched the relationship between quality of work-life and organisational commitment. Jepkorir, et al (2017) argued that the declining level of absenteeism and tardiness is possible only through the highly committed employees in the organisation; it leads to higher productivity and worthy employee attitude. Meyer and Allen (2014) defined employee commitment as a psychological state that characterizes the employee's relationship with the organisation and has the decision to continue as a member of the organisation.

According to Brown (2017), high employee commitment towards the organisation increases the job satisfaction among employees, job employee attitude, overall productivity, sales and also high employee commitment decreases employee turnover, intention to leave and absenteeism. Jepkorir,

et al (2017), carried out a study that revealed that organisational factors like dependability, social processes and organisational climate enhance individual factors to employee commitment. Georgellis (2015) study identified that unemployment is one of the important antecedents of an employee's organisational commitment. Rajendran and Raduan (2015) opined that organisational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organisational commitment. Nguyen, Mai and Nguyen (2014) opined that employee's organisational commitment plays a vital role in Employee stability and better customer service hence increases business employee attitude.

## **2.2 Theoretical Review**

The study was anchored on the theory of human capital, which represents the investment people make in themselves that enhances their economic productivity. The theoretical framework most responsible for the wholesome adoption of education and development policies has come to be known as human capital theory. Based upon the work of Schultz (1991), the human capital theory rests on the assumption that human resource is highly instrumental and even necessary to improve the production capacity of a population. In short, human capital theorists argue that an educated population is a productive population. The human capital theory emphasizes how education increases workers' productivity and proactive behaviour by increasing the cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. The provision of formal education is seen as a productive investment in human capital, which the proponents of the theory have considered as equally or even more equally worthwhile than that of physical capital.

## **2.3 Empirical Review of Management Support and Employee Commitment**

Mittal and Mittal (2015) studied employee commitment in Public and Private Banks in India, the study found that the employee commitment of public sector banks is better than private banks. Okpu and Obiora (2015), studied team briefing and workers' commitment in Nigerian banking industry. The results indicated that team briefing has a significant positive relationship with affective, continuance and normative commitment. Dajani and Zaki, (2015), carried out research on the impact of employee engagement on job employee attitude and organisational commitment in the Egyptian banking sector. Results indicated that leadership and organisational justice were the most significant drivers of employee engagement. The mediation effect was confirmed.

Employee engagement had significant impact on job employee attitude, but less impact on organisational commitment. Rabbani, Akram, Habib and Sohail (2017) studied supervisory support on organisational commitment: Role of Power Distance in the Manufacturing Sector of Pakistan. The findings of this study show that organisations can use their supervisors in order to increase the commitment level of their employees. This higher level of commitment can help organisations to reduce the turnover and ultimately reducing the turnover costs. Results also showed that supervisory support is accounted for more than 50 % change in affective commitment, the dimension of organisational commitment which is very strong and bonds the employees to remain with the organisation.

Olannye (2016) investigated the factors driving employee affective commitment through internal branding in Deposit Money Banks in Nigeria. The study findings revealed that brand oriented career development exhibited a relatively overwhelming effect on employee affective commitment, indicating the importance of acquisition of brand specific skills towards enhancing employee's ability to deliver brand promise. Khan, Mahmood, Kanwal and Latif (2015), studied how perceived supervisor support affect workplace deviance? Mediating Role of Perceived Organisational Support. The study results verify that perceived organisational support partially mediates the impact of supervisor support and workplace deviance, implying that employees perceive more support when their organisations offer commensurate rewards, opportunities for growth and participation in decision making. Mittal and Mittal (2015), studied employee commitment in Public and Private Banks in India. It was found that the employee commitment of public sector banks is better than private banks.

Latif and Sher (2016) studied perceived organisational support, pay satisfaction, and Supervisor satisfaction impact on career satisfaction. The study found Perceived Organisational Support and Pay Satisfaction to have a significant effect on Career Satisfaction however the study failed to find any significant association between Supervisor Satisfaction and Career Satisfaction. Iqbal, Hongyun, Akhtar, Ahmad & Ankomah (2020), studied the impacts of supervisor support on turnover intentions: Mediating role of job satisfaction. The findings revealed positive and significant relationships among the direct path relationships of supervisor support and turnover intention, supervisor support and job satisfaction and job satisfaction and turnover intention. Moreover, the indirect path relationship of job satisfaction between the relationship of supervisor support and turnover intention was also positive and significant. Pathak (2018), investigated the

influence of retention factors on employee's commitment: Evidence from Nepalese Commercial Banks. The study key findings revealed that there was a significant relationship between the retention factors and employees' commitment in Nepalese commercial banks.

### **3. Methodology**

The study adopted a descriptive research design through the use of a questionnaire. The population of the study was 568 top management, and human resource managers of six (6) selected money deposit banks in Lagos State, Nigeria. The sample size of 292 was selected using the Cochran formula. The Cronbach's alpha reliability coefficients for the constructs were 0.859 and 0.924 for management support and employee commitment, respectively, with a response rate of 86.9%. The data were analyzed using both descriptive and inferential statistics of simple regression with the aid of the SPSS software package of 25.0 version at a 5% level of significance.

### **4. Analysis of Data**

#### **4.1 Restatement of Objective and Research Question**

##### **Research Objective**

To examine the relationship between management support and employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria.

##### **Research Question**

Does management support have any significant relationship with employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria?

In this section the descriptive analysis results of management support and employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria.



**Table 1: Descriptive analysis of Management Support**

Items	Level of Agreement (%)						Mean	Std. Deviation
	Very High	High	Moderately High	Moderately Low	Low	Very Low		
Empowerment by management	1.2%	15.0%	65.0%	18.1%	0.8%	0.0%	3.97	.640
Collaborative approach in supervision	1.6%	20.1%	52.4%	25.2%	0.8%	0.0%	3.96	.740
Perceived sense of opportunity to grow professionally and personally	1.6%	23.6%	48.0%	24.4%	2.4%	0.0%	3.97	.799
Employer-employee relationship	3.9%	29.9%	31.5%	29.9%	4.3%	0.4%	3.98	.983
Feedback on my employee attitude by management.	3.5%	20.1%	39.0%	30.7%	4.3%	2.4%	3.80	1.001
Average Mean							3.93	.832

**Source:** Researcher's Field Survey, 2021

Table 1 presents the results of descriptive analysis of management support. The results of the descriptive analysis revealed that 1.2% of the respondents indicated very high to empowerment by management, 15% of the respondents indicated high, 65% indicated moderately high, 18.1% indicated moderately low while 0.8% indicated low. On the average, most of the respondents opined that empowerment by management is moderately high with a mean of 3.97 and a standard deviation of 0.640. Further, 1.6% of the respondents indicated very high to collaborative approach in supervision, 20.1% indicated high, 52.4% indicated moderately high, 25.2% indicated moderately low while 0.8% indicated low. On the average, most of the respondents opined that collaborative approach in supervision is moderately high with a mean of 3.96 and a standard deviation of 0.740.

Also, on perceived sense of opportunity to grow professionally and personally, 1.6% indicated very high, 23.6% indicated high, 48% indicated moderately high, 24.4% indicated moderately low while 2.4% indicated low. On the average, most of the respondents opined that perceived sense of opportunity to grow professionally and personally is moderately high with a mean of 3.97 and a standard deviation of 0.799. With regards to employer-employee relationship, 3.9% indicated very high, 29.9% indicated high, 31.5% indicated moderately high, 29.9% indicated moderately low, 4.3% indicated low while 0.4% indicated very low. On the average, most of the respondents opined

that employer-employee relationship is moderately high with a mean of 3.98 and a standard deviation of 0.983. Finally, 3.5% indicated very high to feedback on my employee attitude by management, 20.1% indicated high, 39% indicated moderately high, 30.7% indicated moderately low, 4.3% indicated low while 2.4% indicated very low. On the average, most of the respondents indicated that feedback on my employee attitude by management is high with a mean of 3.80 and a standard deviation of 1.001.

The average mean score of the statements is 3.93 with a standard deviation of 0.832 which means that on average the respondents partially agreed with the statements under management support, with variations in some statements responses as revealed by the grand standard deviation of 0.832 which confirms the divergence in respondents' opinions towards the mean.

**Table 2: Descriptive Statistics on Employee Commitment**

Items	Level of Agreement (n= 254)						Mean	Std. Deviation
	Very High	High	Moderately High	Moderately Low	Low	Very Low		
Capacity to respond to an emotional situation with refined or intense feeling	2.4%	30.7%	60.6%	6.3%	0.0%	0.0%	4.29	.617
Emotional attachment towards the organization	0.8%	29.1%	58.7%	10.2%	1.2%	0.0%	4.18	.664
Level of sense of belonging to this organisation	3.1%	28.0%	51.2%	15.7%	1.6%	0.4%	4.14	.802
Intention to quit this organisation	4.3%	33.5%	34.6%	24.8%	2.4%	0.4%	4.11	.936
Sense of obligation to stay with the organisation	3.1%	28.0%	33.5%	32.7%	2.4%	0.4%	3.95	.929
Average Mean							4.13	.789

**Source:** Researcher's Field Survey, 2021

Table 2 presents the results of descriptive analysis of employee commitment. The results of the descriptive analysis revealed that 2.4% of the respondents indicated very high to capacity to respond to an emotional situation with refined or intense feeling, 30.7% indicated high, 60.6% indicated moderately high while 6.3% indicated moderately low. On average, most of the respondents indicated that capacity to respond to an emotional situation with refined or intense feeling is moderately high (mean = 4.29, STD = 0.617).

Further, 0.8% of the respondents indicated very high to emotional attachment towards the organisation, 29.1% indicated high, 58.7% indicated moderately high, 10.2% indicated moderately low while 1.2% indicated low. On average, most of the respondents indicated that emotional attachment towards the organisation is moderately high (mean = 4.18, STD = 0.664). Also on level of sense of belonging to this organisation, 3.1% indicated very high, 28% indicated high, 51.2% indicated moderately high, 15.7% indicated moderately low, 1.6% indicated low while 0.4% indicated very low. On average, most of the respondents indicated that level of sense of belonging to this organisation is moderately high (mean = 4.14, STD = 0.802).

With regards to intention to quit this organisation, 4.3% indicated very high, 33.5% indicated high, 34.6% indicated moderately high, 24.8% indicated moderately low, 2.4% indicated low while 0.4% indicated very low. On average, most of the respondents indicated that intention to quit this organisation is moderately high (mean = 4.11, STD = 0.936). Finally, 3.1% of the respondents indicated very high to sense of obligation to stay with the organisation, 28% indicated high, 33.5% indicated moderately high, 32.7% indicated moderately low, 2.4% indicated low while 0.4% indicated very low. On average, most of the respondents indicated that sense of obligation to stay with the organisation is moderately high (mean = 3.95, STD = 0.929).

The average score of the statements is 4.13 with a standard deviation of 0.789 which means that on average the respondents indicated high with the statements under employee commitment, with variations in some statements responses as revealed by the grand standard deviation of 0.789 which confirms the divergence in respondents' opinions towards the mean.

Combining the results in Tables 4.5, 4.6, 4.7, 4.8 and 4.9 together, employee retention strategies dimensions and employee commitment have the same pattern of increase. The findings revealed that employee retention strategies dimensions could improve the employee commitment of selected deposit money banks in Lagos State, Nigeria. This provides answer to research question.

### Restatement of Hypothesis

**H<sub>0</sub>:** There is no significant effect of management support on employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria.

In order to test this hypothesis, simple linear regression analysis was also used. The data for management support and employee commitment were created by summing responses of all items for each of the variable. The results of the regression are presented in Table 3.

To test the hypothesis, model  $Y = \alpha_0 + \beta X + \mu$  was fitted.

**Table 3: Regression Results for Management Support and Employee Commitment of the selected Deposit Money Banks in Lagos State, Nigeria**

Model	B	T	Sig.	F(4,249)	R <sup>2</sup>	Adj. R <sup>2</sup>	F(Sig)
(Constant)	5.857	4.111	.000	32.759	.587 <sup>a</sup>	.334	0.000
Management Support	.155	2.691	.008				
a. Dependent Variable: Employee Commitment							
b. Predictors: (Constant), Career Development , Compensation Packages, Work Environment , Management Support							

**Source:** Researcher's Field Survey, 2021

Table 3 presents the simple regression results for the effect management support on employee commitment of the selected deposit money banks in Lagos State, Nigeria. The results revealed that management support ( $\beta = 0.155$ ,  $t = 2.691$ ,  $p = 0.008$ ) has positive and significant effect on employee commitment of the selected deposit money banks in Lagos State, Nigeria. This implies that management support is a significant predictor of employee commitment of selected deposit money banks in the study area. The results further reveal that management support explained 33.4% of the variation in employee commitment of the selected deposit money banks ( $Adj. R^2 = 0.334$ ). However, the model did not explain 66.6% of the variation in employee commitment among the selected deposit money banks in Lagos State, Nigeria, implying that there are other factors associated with employee commitment of the selected deposit money banks in Lagos State were not captured in the model.

Also, the results of Analysis of Variance (ANOVA) for regression coefficients used to test the overall significance of regression model has the value of 32.759 with (4,249) degrees of freedom and p-value of 0.000 which was less than 0.05 ( $F_{(4,249)} = 32.759$ ,  $p = 0.000$ ). This implies that the overall model was significant in predicting the employee commitment of the selected deposit money banks in Lagos State. That is, employee commitment is affected by management support and the F value standing at 32.759. The result shows that management support has a significant effect on employee commitment of the selected deposit money banks. In coming up with the final regression model to predict employee commitment of the selected deposit money banks in Lagos State, Nigeria, the management support is statistically significant and was retained in the model. The simple regression model from the results is thus expressed as:

$$EC = 5.857 + 0.155MS \dots\dots\dots \text{Eq. (i)}$$

Where:

EC = Employee Commitment

MS = Management Support

From the above regression equation above, it was revealed that holding management support, constant (at zero), and employee commitment of the selected deposit money banks stood at 5.857. This implies that if management support takes on the value of zero (do not exist), there would be 5.857 times level of repetition of the employee commitment of the selected deposit money banks in Lagos State, Nigeria. The model shows that a unit change in management support led to 0.155 unit change in employee commitment of the selected deposit money banks. Since the regression coefficient is significant at 5% significance level as indicated in the table above, the null hypothesis was rejected. Therefore, the null hypothesis ( $H_0$ ) which states that management support has no significant effect on employee commitment of the selected deposit money banks in Lagos State, Nigeria is hereby rejected.

## 4.2 Discussion of Findings

The objective was to evaluate the effect of management support on employee commitment of the selected Deposit Money Banks in Lagos State, Nigeria. The findings indicated that management support has a positive and significant effect on employee commitment of the selected Deposit

Money Banks in Lagos State, Nigeria. The result is in line with studies of Chaminade (2017); Heneman, Judge, & Kammeyer-Mueller (2013); Schuler and Jackson (2016); Vandenberg & Richardson (2015) that adoption of strategic orientation dimensions significantly affects service quality. Similarly, Gupta and Gupta (2015) also affirmed the result of the finding by the researcher. The finding further asserts that employee retention strategies dimensions enhance employee commitment that positively affects firm performance. Conceptually, past studies have substantiated that employee retention strategies dimensions directly affects employee commitment and performance of firms (Oginni, 2013).

In line with this, Eskildesen (2017) also confirmed that employee retention strategies is a group of value that consistently becomes the strategic guide for company in responding to the uncertainty of the environment faced by the company. Zineldin (2017) advised that organisations should adopt employee retention strategies to be able to predict the potential for external changes in the business environment and adapt to them. Employees' retention strategies; just like employee retention; have also been conceptualized from different angles in literature. Employees' retention strategies are viewed as personnel retention strategies which denote means, plan or set of decision-making behaviours put in place by organisations to retain their skilled workforce. Employees' retention strategies are therefore deliberate means in the form of worker-centred policies that organisations adopt and put into practice in a bid to retain their best personnel (Vandenberg & Richardson, 2015). Empirically, Mittal and Mittal, (2015) the study result indicated that team briefing has a significant positive relationship with affective, continuance and normative commitment. Rabbani, Akram, Habib and Sohail (2017) studied supervisory support on organisational commitment: Role of Power Distance in the Manufacturing Sector of Pakistan. The findings of this study show that organisations can use their supervisors in order to increase the commitment level of their employees. This higher level of commitment can help organisations to reduce the turnover and ultimately reducing the turnover costs. Results also showed that supervisory support is accounted for more than 50 % change in affective commitment, the dimension of organisational commitment which is very strong and bonds the employees to remain with the organisation.

Khan, Mahmood, Kanwal and Latif (2015), study results verify that perceived organisational support partially mediates the impact of supervisor support and workplace deviance, implying that employees perceive more support when their organisations offer commensurate rewards,

opportunities for growth and participation in decision making. Mittal and Mittal (2015), studied employee commitment in Public and Private Banks in India. It was found that the employee commitment of public sector banks is better than private banks.

Theoretically, the findings are validated by Resource based view advanced by (Barney, 2011). The RBV takes an 'inside-out' view or firm-specific perspective on why Organisations succeed or fail in the market place. Resources that are valuable, rare, inimitable and non-substitutable (Barney, 2012) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior employee attitude (Barney, 2012). According to RBV, an organisation can be considered as a collection of physical resources, human resources and organisational resources (Barney, 2011). Resources of organisations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior employee attitude (Barney, 2011). The resource-based view best explains the interaction between retention strategies firm employee attitude. The RBV claims that firm resources include all assets, capabilities, organisational processes, firm attributes, information, knowledge, and so on, that enable the firm to conceive of and implement strategies that improve its proactive behaviour and effectiveness (Barney, 2011; Barney 2012).

The RBV emphasizes that for banks to achieve superior employee attitude there is need for them to possess resources and capabilities that cannot be substituted but are rare, valuable and inimitable. The possession of such resources by an organisation that has the capacity to absorb them, will result in the organisation achieving competitive advantage that if sustained may lead to superior employee attitude. There is therefore an agreement among these studies and the result of this current research that employee retention strategies dimensions has a significant effect on employee commitment, as the various studies reviewed seem to have supported the positive association that exists between strategic orientation components and employee commitment.

## **5.0 Conclusion and Recommendation**

The results of the hypothesis showed that there is a significant effect of management support on employee commitment of the selected deposit money banks in Lagos State, Nigeria. The study recommended that management should give adequate support to their employees so as to enhance their organizational commitment as supported by numerous existing studies in the past.

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