

Review Article

Employee Involvement and Organizational Productivity in the Bayelsa State Banking Sector

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Abstract - This study examined the empirical link between employee involvement and organizational productivity. The methodology is quantitative, and the research design is a cross-sectional survey. The population of the study was made up of 215 staff. A sample of 140 was determined using the Krejcie & Morgan sample size determination table and was surveyed using the questionnaire instrument. The research hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of the SPSS. The data showed a positive and significant relationship between the constructs examined. It is obvious from the findings that employee involvement is clearly a strategic direction that invokes a competitive advantage for organizations. The study recommended that the involvement of employees should be strengthened for them to see and feel the problems of the organization as theirs.

Keywords - Employee Involvement, Empowerment, Job Satisfaction, Motivation, Organizational Productivity, Innovation.

I. INTRODUCTION

There is an increasing demand for employees to be empowered at all functional levels at work in the sense that little or no supervision to carry out their jobs efficiently for the good of the organization. It has also been argued that strategic group membership and associated collective behaviors are the primary sources of durable differences in firm profitability and organization effectiveness (Caves & Porter, 2017; Porter, 2013). Organizational cultures characterized as “highly involved” tend to strongly encourage employee participation and create a sense of ownership and responsibility.

Consequently, out of this sense of ownership grows a greater involvement in the organization and an increased capacity for autonomy. Denison (2016) stated that receiving input from organization members increases the quality of the decisions and improves their implementation. Involvement entails building human capacity, ownership,

responsibility, and accountability. It is essential as it leads to a united vision, values, and purpose. Employees reduce costs through recommendations to senior executives (Rossler & Koelling, 2013; Gowen, 2016 & Lesieur, 2018). Employee Involvement is also called participative management, and it refers to the degree to which employees share information, knowledge, rewards, and power throughout the organization (Randolph, 2010, Vroom & Jago, 2018). McShane & Von Glinow (2013) argued that when there is Involvement, employees have some level of authority in making decisions that were not previously within their mandate. They stated that employee Involvement extends beyond controlling resources for one's job; it includes the power to influence decisions in the work unit and organization. The higher the level of Involvement, the more power people tend to have over the choice, process, and outcomes.

Employee participation has become an essential part of corporate decision-making because it is an integral component of knowledge management (McShane & Von Glinow, 2013). This now implies that corporate leaders realize that employee knowledge is a critical resource for competitive advantage, and as such, they are encouraging employees to share this knowledge. Modern organizations accept their employees to be full of enthusiasm and show initiative at work, and they want them to take responsibility for their development, strive for high quality and performance, be energetic and dedicated to what they do. In other words, organizations want their employees to be engaged (Bakker and Leiter, 2010).

Involvement has been identified as an essential dimension of corporate culture that influences its effectiveness (Denison, 2016; Denison & Mishra, 2015). Over the past decade, a great deal has been written about employee involvement and the vital role it plays in the successful productivity of organizations (Daft, 2018; McShane & Von Glinow, 2013; Amah, 2016). Productivity is fundamental to organizational effectiveness.



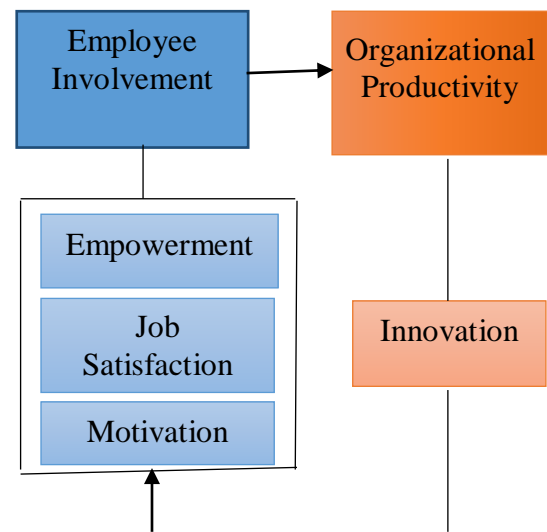
Productivity can be defined in two basic ways. The most familiar is labor productivity, which is output divided by the number of workers, or more often by the number of hours worked (Nasar, 2012). Productivity is defined by Amah (2016) as “the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (outputs) of the quality needed by society in the long term.” This implies that productivity is a combination of performance and economical use of resources. High productivity indicates that resources are efficiently and effectively utilized, and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical, and environmental objectives (Amah, 2016). High productivity provides more profit for investors and promotes the development of enterprises. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are faring. It helps in the analysis of efficiency and effectiveness. It can stimulate perfection and motivate employees (Prokopenko, 2017).

Kaur (2014) also argued that employee involvement is the best tool for any organization to stay competitive in business. It is precisely why employee commitment assumes significance because the engaged employees were proved in many research studies that they deliver high quality/dedicated service and successful results.

In most cases, employers also look for those mechanisms that will make employees' work behavior to be innovative because employees also may have set their personal goals and objectives at work in which the managers have to realize and adapt. Employers involve employees in carrying out decisions while at work because they feel that they have the capacity to achieve set targets, but the challenge mostly occurs when the employees who are given the mandate to carry out tasks are not responsive or agile to meet up the demands of the employers. This has also made most firms suffer downturns. Thus a gap in knowledge has emerged based on enhancing agility and innovativeness of employees to achieve goals and objectives. Moreover, despite this growth of scholarly publications on employee involvement and organizational productivity, little empirical evidence exists in developing countries, especially Nigeria. This study examines the relationship between employee involvement and organizational productivity in the Nigerian banking sector.

The study was also guided by the following research questions:

- What is the relationship between empowerment and organizational productivity
- What is the relationship between job satisfaction and organizational productivity
- What is the relationship between motivation and organizational productivity



Conceptual model on Employee Involvement and Organizational Productivity

Source: Author's Desk conceptualization (2019)

II. LITERATURE REVIEW EMPLOYEE INVOLVEMENT

Involvement refers to the level of participation by members in an organization's decision-making process. Employee Involvement, according to Mokaya & Kipyegon (2014), focuses on creating prospects for employees to attach with their managers, colleagues, and organizations. However, defining employee involvement is not straightforward; this is obvious from the existence of different definitions made by various researchers as each study examines employee involvement under a different procedure. Unless employee involvement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working. Employee involvement goes beyond job satisfaction, organizational commitment, job involvement, and organizational citizenship behavior. Employee involvement has been found to be related to employees' corporation, involvement, satisfaction, and commitment, all of which have been used as proxies for employee involvement. However, employee involvement involves some functional variables which are beneficial to both the organization and its employees but are not limited to them. Such variables include employee voice, employee commitment, employee involvement, organizational citizenship behavior, and job satisfaction (Ikon and Chika, 2017).

According to Zinger (2014), employees' involvement has to do with an employee's passion and involvement to the organization and their job and their drives to the organization's objectives, going the extra mile. According to him, involvement is about emotion, behavior, and relationships, and engaged employees have pride in their job and the organization. Right Management (2009) defined involvement using four definitive factors:

involvement to the job and organization; pride in the job and the organization; willingness to advocate the benefits and advantages of the job and organization; and satisfaction with the job and organization. They concluded that involvement could be described as the degree of employee organization alignment. Chartered Institute of Personnel and Development (CIPD) (2007) defines employee involvement as a combination of commitment to the organization and its value plus a willingness to help out colleagues. According to this view, involvement is more than job satisfaction and is a more complex concept than motivation. Similarly, Schmidt (2004) defines involvement as bringing satisfaction and commitment together. Kahn (cited in Ikon & Chika, 2017) defines employee involvement as “the harnessing of organization members’ selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally during role performances.”

The cognitive aspect of employee involvement concerns employees’ beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee involvement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (cited in Ikon & Chika, 2017), involvement means to be psychologically as well as physically present when occupying and performing an organizational role. Markos & Sridevi (2010) defined employee involvement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization.

The organization must work to develop and nurture involvement, which requires a two-way relationship between employer and employee.” However, the more engaged the employees are, the more likely the organization can achieve its objectives. However, for employee involvement to exist, there should be two-way communication between the employer and the employee, and this involves the opinions of the employees being heard and taken into considerations. Employee involvement is the key focus of both business entrepreneurs and academic researchers and is a blistering issue of the modern business environment. Baumruk (2004) contends that every organization wants to gain a competitive advantage and employee involvement is the best tool for achieving it. Employee involvement is considered to be the most powerful factor to measure a company’s vigor and orientation towards superior performance. Employee involvement involves creating the prospect for human resources to attach with their managers, colleagues, and organization. Involvement is a perception that places continuous improvement, change, and flexibility at the empathy of what it means. Managers want to improve employee involvement on the grounds that it

leads to superior performance, reduces staff turnover, and improves the well-being of employees (Macey and Schneider, 2008).

Engaged employees value, enjoy, and have pride in their work and are more willing to help each other and the organization succeeds. LePine, Erez, & Johnson (2002) argue that engaged employees take additional responsibility, invest more effort in their jobs, share information with other employees, and remain with the organization than employees who are less engaged. Studies by Bloom & Michael (2002) indicate that although the primary focus of involvement efforts has mostly been on team-building programs and nonfinancial rewards, egalitarian pay structures have been found to be related to employee cooperation, involvement, satisfaction, and commitment; all of which have been used as proxies for employee involvement. A study by Konard (2006) established that high-involvement work practices, techniques used by the management to efficiently involve their employees in their works and receive high performance among employees could contribute to ineffective employee involvement.

III. EMPOWERMENT

The term "empowerment," according to Ahmad (2018), is a term categorized under modern terminology in management science that has attracted the interest of organizations and managers. The definitions of empowerment varied according to the differences in the researchers’ points of view. Frost (1987) indicated that the empowerment process includes the use of power to create opportunities and conditions through which actors can gain control, make decisions, use and expand their abilities and skills, build and accomplish organizational work in ways that are meaningful to them, Ahmad (2018).

When assessing employee involvement, it was found that empowerment was the first out of three dimensions determining employee involvement. A similar view of Bagraim (2007) is that empowerment can be utilized strategically and elevated through employees. Furthermore, Kirkman and Rosen (2010) indicate that the capability of employees is to make decisions regarding processes that increase employee responsibility and encourage empowerment. Elnaga and Imran (2014), empowerment includes increasing the job duties and responsibilities of employees by giving them autonomy and adequate authority for making decisions regarding their job without the approval of their immediate supervisor. As the process that the organization management implements to benefit from the ideas, energies, and knowledge of its employees. Furthermore, it also involves training, motivating, and encouraging employees to use their creativity in work and engaging them in the decision-making process to achieve the goals of the organization and to raise its efficiency in the competitive environment in proportion to its technological, cultural, and environmental capacity.

Empowerment is the process of giving the necessary power to make decisions and contribute to the development of plans, especially those relating to the individual's job and the use of existing expertise of individuals to improve the performance of the organization. Regardless of the multiple definitions of the concept of empowerment, its philosophy aims to increase the ability of an organization to respond to the changing environment and to support innovative and creative ideas. Besides, it allows the empowered employees to adopt creative ideas and to abandon traditional ways of doing their work. Moreover, the empowerment process helps employees to participate in setting goals, making decisions, and solving the problems they face without waiting for the solution from their superiors (Bowen & Lawler, 1995) cited in Ahmad (2018).

IV. JOB SATISFACTION

Job satisfaction is the relationship between expectations and outcomes (Zwick, 2014). Although the apparent contributions to job satisfaction such as pay, working conditions, and work content form a great deal of what increases job satisfaction, it is an ongoing process (Quagraine, 2010) that must be nurtured so that individuals morale is improved, including their overall satisfaction with their work and their organization. According to Janssen (2001), job satisfaction means how an employee of an organization feels about work. These feelings may be positive or negative; more positive feelings mean an employee's level of job satisfaction is high. In other words, positive emotions of an employee towards the workplace also describe job satisfaction. Locke (2000) identified that there is a positive relationship between job characteristics and the need of individuals.

There is also common consent among researchers that Maslow's theory of needs also explains this relationship between job characteristics and individual needs. Luthans (2008) indicated that job satisfaction has three dimensions 1) job satisfaction relates to the emotional response of an employee to a job situation 2) job satisfaction can be measured by estimating how well outcomes meet expectations 3) job satisfaction can be determined through several job-related attitudes. Choo & Bowley (2007) indicated that comfort and employee performance are interconnected with each other, and comfort is the resultant of job performance. Khan, Nawaz, Aleem, & Hamed (2012) investigated job satisfaction of employees and accomplishment and established the fact that job satisfaction provides input for better performance to employees. The structure of performance management also emphasizes employee job satisfaction (Tinofirei, 2011).

Job satisfaction creates positive emotions among employees about their occupation. Robbin & Judge (2008). Higher job satisfaction creates more positive emotions in the mind of employees about their job. Luthans (2006) indicated that job satisfaction creates positive emotional feelings that result from work evaluation. Nasaradin (2001) specified that job satisfaction might be an enjoyable or

positive emotional state which is resultant from the review of one's job or his or her job experience. Fu and Deshpande (2013) defined job satisfaction as "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." In the perception of Wicker (2011), the concept of job satisfaction can be understood in various ways. It depends upon the nature of the organization and the attitudes of the employees. Job satisfaction may be regarded as the extent to which an employee is content with the job, which he/she is performing, and the various aspects and facets of the situation, which motivates an employee to like or dislike his careers, such as supervision or the nature of the work performed.

The literature provides that while measuring the affinity of employees towards their job, it is necessary that the multidimensional psychological aspects of the employee and the situation are also taken into account. In support of the above arguments, Aziri (2011) added to the context stating that there are primarily three forces that make a person decide whether he is satisfied at his job or not. These forces are environmental (organization environment), physiological and psychological forces. As per this definition, even though job satisfaction is affected by several external factors, it is something internal in the employees that affect the manner in which an employee feels for his job.

V. MOTIVATION

Lazaroiu (2015) defines employee motivation as the provision of the steering force to employees so that they can pursue professional and organizational goals and objectives. Gagne and Deci (2015) attribute the levels of employee motivation to the intrinsic and extrinsic aspects of the job and the setting of realistic goals for employees. Motivation is to ensure that employees remain committed to a task and are eager for the emergence of positive outcomes.

By providing individuals with variety and change, creative tasks, power and influence, and recognition act as a catalyst to high levels of self-development and motivation (Buchanan & Huczynski, 2014). Bartol and Martin (1998), cited in Ovidu (2013), consider motivation a powerful tool that reinforces the behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. Also, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

According to Maduka and Okafor (2014), motivation refers to the willingness of an individual to put greater efforts into attaining particular goals. Therefore, the concept of motivation stresses an individual's feeling of enthusiasm and attentiveness to be able to achieve his or her goals in an effective manner. Correspondingly, Robbins (2001), cited in Haynanshia and Majid (2018), reported that the motivation of an individual represents the energies that could inspire, direct, and maintain or enhance his/ her efforts. The motivation was also previously expressed as an internal inner wish that exists within an employee to accomplish his or her tasks because such tasks are exciting and match his or her interests (Gouws, 1995). Employee motivation can be expressed according to the inner desire of an individual to exemplify his or her capabilities to achieve certain goals for an expected reward. Motivation is an art with a purpose to get individuals to work willingly and influence them to behave in a certain manner to accomplish their tasks (Maduka & Okafor, 2014).

Motivation is one of the key issues for any organization, either public or private (Muogbo, 2013; Zameer, Ali, Nisar, & Amir, 2014). Particularly, to drive the success of an organization, motivation has a significant role. Chintallo and Mahadeo (2013) revealed that all organizations, including the public or private sector, encounter the issue of employee motivation. In the previous literature, it was reported that there are several key elements that can enhance the commitment of employees towards an organization. The factors included salaries and wages, job security, promotion, and bonus (Zameer et al., 2014). Rewards are also some of the key strategies to reinforce employees' motivation to utilize their best capabilities to come up with innovative ideas that could improve the functionality of business and further increase organizational performance either financially or non-financially (Aktar et al., 2012; Kawara, 2014; Roos, 2005). As a result, employees will exert high levels of effort and are likely to devote their full energies to accomplish given tasks when they feel that such efforts will be given rewards by the management.

The concern towards finding what motivates an employee has several implications for both the theory and practice, and it has been noted in the literature over the past few years (Haslam, Powell, & Turner, 2000). This is because the effectiveness of skilled employees in most cases tends to be limited if they experience less motivation to perform their work (Aktar et al., 2012). Among the key business strategies that employers can implement to increase the productivity and motivation of their employees is to focus on a reward system on a continuous basis. This system was emphasized in the expectancy theory, which states that employees usually tend to develop higher levels of motivation to accomplish their work duties well when they are assured that there is a positive association between their achievements and the received rewards (Aktar et al., 2012).

According to Rodriguez (2015), rewards and incentives add value to employees' achievements, motivate them, and energize their progress by making them realize that they have to earn for what they accomplish. The motivation will further encourage employees' creativity and ensure their high quality of work performance (Kuranchie-Mensah & Amponsah Tawiah, 2016; Osabiya, 2015). Srivastava and Barmola (2012) demonstrated that motivation is significant for improving organizational commitment among workers, which resultantly leads to higher levels of productivity. In other words, committed employees tend to receive motivation at the workplace and be rewarded for good achievements. Therefore, motivation can be considered as the driver of employees' productivity and organizational commitment (Al-Madi, Assal, Shrafat, & Zeglat, 2017; Bloisi, Cook, & Hunsaker, 2007).

VI. ORGANIZATIONAL PRODUCTIVITY

Organizational productivity is one of the most studied terms in management sciences. Pitcher Partners Growth (2016) opined that organizational productivity relates to how successful an organized group of people with a particular purpose perform a function. It comprises the actual output or results of an organization as measured against its intended outputs, objectives, or goals. However, high organizational productivity exists when all the parts of an organization work together to achieve great results. Eyenubo (2013) claimed that productivity is the success of meeting predefined objectives, targets, and goals within a specified time target. Productivity is defined as the record of outcomes produced on a specified job function or activity during a specified period (Bernardin and Russel cited in Obiageli, Uzochukwu, and Ngozi, 2015).

The organizational productivity of companies is driven by the quality of allocation to tangible and intangible assets, including ERM (Onafalujo, 2012). Liao, Lu, Huang, and Chiang (2012) opined employee productivity as workers' complete ability and productiveness in the attainment of the projected value and realization of everyday jobs in line with the prescribed procedure and timeline of the organization. In the same way, Liao et al. (2012) see employee job productivity as an index for improvements, idleness, recompenses, retributions, reviews, and remuneration changes. It also gratifies the desires for employees to realize themselves. Therefore, Productivity of an employee gives room for innovativeness among employees and general firm's productivity and innovativeness, in a manner that prosperous work of accomplished, inspired, and zealous human resources yield groundbreaking concepts for newer goods or services and also upsurge productivity quality and satisfaction of the clients (Sadikoglu and Cemal, 2010).

Furthermore, Ahmad and Shahzad (2011) argued that the seeming productivity of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organization's goals and mission. They further mentioned that practices of compensation, evaluation of productivity, and practices

concerning the promotion of an employee are the benchmark for the productivity of a worker. So also, Anitha (2013) stated that the productivity of an employee is a gauge or pointer of monetary or another result of the employee that has an undeviating relationship with organization productivity and accomplishment as well. Anitha (2013) additionally disclose that atmosphere in which employee performs the task and other schedules, relationship with bosses, co-employee relationship, and that of team, compensation procedure, and involvement of an employee are determining factors for productivity. Alagaraja and Shuck (2015) disclose that employee productivity can be measured using regular training and improvement. Also, Thomas and Feldman (2010) take on measures of employee productivity as core job productivity that includes in-role productivity, security productivity, and inventiveness, trailed by citizenship productivity, branded into equally targets-specific and wide-ranging organizational citizenship. Employee productivity which leads to improved corporate productivity if well-handled, can be explained to be a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans, and the delivery of results. Good organizational productivity refers to employee productivity (Iqbal, Ahmad, Haider, Batool & Ain, 2013).

VII. INNOVATION

Innovation is the creation of new value. It is the process of bringing the best ideas into reality. The dictionary defines innovation as the introduction of something new or different. It is the implementation of creative inspiration. The National Innovation Initiative (NII) defines innovation as the intersection of invention and insight, leading to the creation of social and economic value.

Joseph Schumpeter (1934), cited in Ottih (2014), believes that the concept of innovation is described as the use of an invention to create a new commercial product or service, which is the key force in creating new demand and thus new wealth. Without innovation, an enterprise and what it provides become obsolete. Innovation is the basis of all competition advantages, the means of anticipating and meeting customers' needs, and the development of competitive advantage, and as such, it is the key to entrepreneurship. It is the process through which the entrepreneur covers marketable opportunities into workable, profitable, and marketable ideas. Innovation can take several forms:

- Innovation in processes, including changes and improvement to methods. These contribute to an increase in productivity.
- Innovation in products or services. These lead to an increase in effective demand which encourages an increase in investment and employment.

- Innovation in management and work organization, and the exploitation of human resources together with the capacity to anticipate techniques.

VIII. EMPLOYEE INVOLVEMENT AND ORGANIZATIONAL PRODUCTIVITY

There has been growing evidence that firms' performance rests increasingly on the involvement of workers in the decision, and as well, scholars have argued that employee involvement contributes to organizational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promoting commitment to the outcomes of the decision-making process in the workplace (Owolabi and Abdul 2011). A study conducted by Owolabi and Abdul (2011) with a number of employees of 670 in a survey of some manufacturing firms in Lagos State (Nigeria) has shown an R squared value of 0.537, which shows that employee involvement in decision making promotes a positive performance of employees and the organization at large.

Another study carried out by Sofijanov and Zabijakin (2013) in the manufacturing sector in Macedonia revealed an R squared value of 0.559, which shows that a significant positive relationship exists between the participation of employees increased performance in the organization. They also noted that employee participation and empowerment, which are the dimensions of employee involvement, increase the organizational ability to work in a team and make decisions with aids to the achievement of organizational goals and objectives. As noted by Owolabi and Abdul (2011), employees tend to perform better if they are informed about matters concerning them and are given the necessary support to make decisions that will support their tasks towards reaching the set goals and objectives. According to Markowitz 1996 (as cited by Theodiza 2010), giving employees decision making power boosts their morale and commitment to the organization, which aids productivity; everybody benefits; businesses accrue higher profits and stability because they are more secure in their industry niche and workers are more fulfilled and attached to the companies because they have a choice in decision making. It could lead to attraction and retention of employees (improvement results from increased satisfaction and involvement), reduced tardiness, turnover and absenteeism, greater staffing flexibility (increased flexibility results from cross-training and teamwork). Increased service and product quality (higher motivation and better methods increase the rate of output.

IX. EMPOWERMENT AND INNOVATION

According to Hasan (2015), employee empowerment not only has a positive impact on employees' efficiency, work satisfaction, quality, and customer satisfaction but also helps to increase the demand and efforts to create innovation by authorizing employees and increasing their competence (Bolat, 2008). Giving employees enough time, education and resource make a positive impact on the perception of employees' self-sufficiency, work satisfaction, confidence, and the meaningfulness of work.

The employees with this perception feel more empowered, increase their efficiency and productivity within the organization, and become the source of new ideas and innovation (Kahreh et al., 2011). It is essential that organizations should use information in all their activities effectively and make it compatible with production processes, and adapt themselves to environmental innovations and changes.

X. JOB SATISFACTION AND INNOVATION

In the viewpoints of Bakotić (2016), cited in Rana, Hazer, and Bada (2019), job satisfaction has a direct impact on the commitment level of an individual in an organization along with absenteeism and employee turnover rate in an organization. It further affects the performance level of not only the employees but also of the organization as it affects the employees' willingness to solve problems, take responsibility, and put efforts beyond their job description. When the employees are satisfied with the work; which they do, they are likely to enjoy the experience and have less stress level (Bakotić, 2016). Moreover, satisfied employees generally have a positive outlook regarding their surroundings and a carefree perception about the work, which they also spread among their colleagues. This positive approach in the organization is responsible for improving the employees' performance and of the overall organization. Latif et al. (2013) supported the above arguments by stating that increased job satisfaction makes the employees productive by instilling a sense of commitment among them, which motivates them to work better for the success of the organization. This commitment further ensures that the employee turnover ratio of the company is less and the talent within the organization is used to the maximum extent (Latif et al., 2013). When employees are willing to take responsibility and solve organizational problems, the performance of the employees and the entire organization can be improved.

XI. MOTIVATION AND INNOVATIVENESS

Innovation and creativity are important in increasing organizational performance and productivity.

As such, irrespective of the type of change, whether it is corporate, technological, process, or product innovation, will positively impact the productivity of the company (Jacquiline, 2019). A research study conducted by (Lucifora 2015) indicates that performance-related incentives increase the labor productivity of employees by 5% and organizational productivity by 9% by stimulating employees to work optimally and influencing the recruitment process to highly talented employees. Research by Pham (2015) revealed that motivation in the innovative work behavior of employees was explored from two perspectives. First, the respondents were asked to tell a story of a recent experience when they felt extremely motivated/encouraged to conduct change or innovation processes (discovery stage). They noted that all motivational practices adopted by the management helped to influence the innovative work behavior of employees.

As a result of the preceding, the hypotheses stated below were treated

Ho1: There is no relationship between empowerment and organizational productivity.

Ho2: There is no relationship between job satisfaction and organizational productivity.

Ho3: There is no relationship between motivation and organizational productivity.

XII. MATERIALS AND METHODS

The study adopted a cross-sectional survey research design to achieve the objective using a total of 215 staff constitute the population of the study, which was gotten from the nominal roll in the administrative units of the banks within the Yenagoa metropolis. Being that the entire population of the study cannot be covered, Cresswell (2001) a sample size of 140 staff that was determined via the Krecjie and Morgan table. However, 117 questionnaires were retrieved and found useful. This shows that 83.6% of the retrieved questionnaire were thus used for the research. Furthermore, data was gathered using questionnaires and secondary data such as textbooks, journals, etc. (Onyeizugbe, 2012). The survey scales adopted were subject to the Likert scale, which ranged from 5 to 1, representing from strongly agree to strongly disagree. Data collected from participants with the help of questionnaires were analyzed with inferential statistics, which aids the generalization of findings using the Pearson Product Moment Correlation Coefficient with the aid of the Statistical Package for Social Sciences (SPSS) software was used to analyze the data for this research (Chinedu, 2013). The formula for the Pearson Product Moment Coefficient (PPMC) is stated below:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[(n\sum x^2 - [\sum x]^2) - (n\sum y^2 - [\sum y]^2)]}}$$

Where:

r = Pearson correlation coefficient

n = number of pairs of scores

$\sum xy$ = sum of the products of paired of scored

$\sum x$ = Sum of x scores

$\sum y$ = Sum of y scores

$\sum x^2$ = Sum of squares of x scores

$\sum y^2$ = Sum of the square of y scores

IV. RESULTS

Table 4.1. Correlation Coefficient for Empowerment and Innovation

		Empowerment	Innovation
Empowerment	Pearson Correlation	1	.869**
	Sig. (2-tailed)		.056
	N	117	117
Innovation	Pearson Correlation	.869**	1
	Sig. (2-tailed)	.056	
	N	117	117

Correlation is significant at 0.01 level (2-tailed)

The table shows that empowerment has a 0.869 correlation with innovation. Based on the Pearson correlation, there is a significant positive relationship between the two variables; empowerment and innovation. The R-value shows the directions and the strength of the correlation. The higher the value, the more significant. The Pearson coefficient ($p=0.869$) shows a strong relationship between the variable investigated. This means the null hypothesis can be rejected since $r=0.869$ and the alternative hypothesis is accepted. Therefore, it can be concluded that there is a significant monotonic relationship between empowerment and innovation.

Table 4.2. Correlation Coefficient for Job Satisfaction and Innovation

		Job Satisfaction	Innovation
Job Satisfaction	Pearson Correlation	1	.917*
	Sig. (2-tailed)		.028
	N	117	117
Innovation	Pearson Correlation	.917*	1
	Sig. (2-tailed)	.028	
	N	117	117

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

The table shows that job satisfaction has a 0.917 correlation with innovation. Based on the Pearson correlation, there is a significant positive relationship between the two variables; job satisfaction and innovation. The R-value: show the direction and the strength of the correlation. The higher the value, the more significant. The Pearson coefficient ($p=0.917$) shows a very strong relationship between the variable investigated. This means the null hypothesis can be rejected since $r=0.917$ and the alternative hypothesis is accepted. Therefore, it can be concluded that there is a significant monotonic relationship between job satisfaction and innovation. *. Correlation is significant at the 0.05 level (2-tailed)

Table 4.3. Correlation Coefficient for Motivation and Innovation

		Motivation	Innovation
Motivation	Pearson Correlation	1	.935*
	Sig. (2-tailed)		.020
	N	117	117
Innovation	Pearson Correlation	.935*	1
	Sig. (2-tailed)	.020	
	N	117	117

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

The table shows that motivation has a 0.935 correlation with innovation. Based on the Pearson correlation, there is a significant positive relationship between the two variables; motivation and innovation. The R-value shows the direction and strength of the correlation. The higher the value, the more significant. The Pearson coefficient ($p=0.935$) shows a very strong relationship between the variable investigated. This means the null hypothesis can be rejected since $r=0.935$ and the alternative hypothesis is accepted. Therefore, it can be concluded that there is a significant monotonic relationship between motivation and innovation.

V. DISCUSSION

The finding revealed employee involvement has a significant relationship to organizational productivity. The variables of employee involvement and organizational productivity were tested, and here are the findings below; The analysis of the relationship between empowerment and innovation indicates a significant relationship between the examined variables. It was discovered that innovation is influenced by empowerment. Empowerment enables the employee to be complete their task with a high sense of expertise. They tend to put more effort than the usual effort they should have. Also, they seem to enjoy their role play

in performing their job. The finding is supported by Hasan (2015), who stated that employee empowerment not only has a positive impact on employees' efficiency, work satisfaction, quality, and customer satisfaction but also helps to increase the demand and efforts to create innovation by authorizing employees and increasing their competence.

On the finding on the relationship between job satisfaction and organizational productivity, it was discovered that innovation is influenced by job satisfaction. Job satisfaction enables employees to meet up their targets innovatively. Also, the maximum satisfaction the study employees enjoy due to a conducive environment opens their minds for innovation. The finding is supported by Bakotić (2016), cited in Rana, Hazer, and Bada (2019), who stated that job satisfaction has a direct impact on the commitment level of an individual in an organization along with absenteeism and employee turnover rate in an organization. It further affects the performance level of not only the employees but also of the organization as it affects the employees' willingness to solve problems, take responsibility, and put efforts beyond their job description.

Finally, findings on the relationship between motivation and innovation. It was discovered that innovation is influenced by employee motivation. The high sense of recognition from management about their employee effort energizes them to think innovatively. Furthermore, due to the inspiring and worth striving goals and objectives of the study, firms energize the employee's think innovatively. The finding is supported by Pham (2015), he stated that all motivational practices adopted by the management helped influence the innovative work behavior of an employee

CONCLUSION

The study examines the relationship between employee involvement and organization productivity. The relationship was examined using their constructs. From the variables, research questions were raised. From the analysis, it was discovered that empowerment, job satisfaction, and motivation have a high positive relationship with innovation. The study concludes with the word of Kaur (2014), who stated that 'employee involvement is the best tool for any organization to stay competitive in business.

RECOMMENDATION

- Employee involvement is crucial for it to exist. There should be two-way communication between the employer and the employee.
- Involvement of employees should be strengthened for them to feel that the problems of the organization are also theirs.

- Employees needs to be fairly rewarded and recognized for their productive efforts in order to be satisfied with their job.

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