*International Journal of Innovative Finance and Economics Research 12(3):36-48, July-Sept, 2024*
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# Organizational Resources and Employee Retention of Commercial Banks in South-South, Nigeria

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**ABSTRACT**
The study examined the relationship between organisational resources and employee retention of commercial banks in South-South Nigeria. The study's main goal was to determine how much organisational resources affected employee retention outcomes like supervisor support, career opportunities, and work-life balance. The structured questionnaire instrument was used to collect primary data for this study, and a cross-sectional design was chosen as the preferred method of investigation. The Cronbach alpha coefficient tool was used to examine the instruments' dependability, and the results showed high coefficient values for all associated instruments. The results of the experiment conducted to test the hypotheses revealed that organisational resource dimension strongly influence the outcomes of employee retention in terms of support from supervisors, career opportunities, and work/life balance. The study concludes that there is a positive relationship between organizational resources and employee retention. According to the report, managers should implement strategic innovation improve on organizational resources and career development programmes to train and develop staff in order to improve on employee retention.
**Keywords:** Organizational Resources, Employee Retention, Supervisors Support, Career Opportunity, Work/life Balance

## INTRODUCTION

Employee retention is a phrase used to define a company's attempts to keep its employees from exiting (Book, Gatling, & Kim, 2019). A lot of companies choose this method of human resource management because of the high cost associated with having to recruit new workers (Rigoni & Nelson, 2016). Retaining staff members is the practise of keeping workers who contribute significantly to a company's success and growth over time (Book et al., 2019). According to Kaliprasad (2006), an efficient planning of human resources systems relies heavily on 4 interconnected operations: the motivating procedure, the interaction procedure, the long-term goal procedure, and the procedure for learning. Both the worker's involvement and the company's bottom line benefit from clear goals for employee retention (Kennedy & Daim, 2010). Introductions to work and integrating; career preparation as well as growth; relations with staff members and inspiration; performance evaluation; creation and growth; sends and advancements; payment and benefit programs are the primary elements that retaining staff members techniques have to contain based on Kaliprasad (2006).

Elsafty and Albadry (2022) proposed staff retention may be influenced by supervisors encouragement, opportunity for advancement, and a healthy work-life balance. Weigl, Stab, Herms, Angerer, Hacker, and Glaser (2016) note that assistance from managers is a potentially useful asset since it helps workers cope with job-related pressures, and accomplish their tasks. It has been suggested that when workers get more assistance from their superiors, they are better able to complete their assignments and fulfil deadlines (Holland, Tham, Sheehan, & Cooper, 2019). Career opportunity refers to the availability of tasks and positions inside an organization that are in line with an employee's desired career path. This is significant because it mirrors workers' views of the prospects available to them inside the company in light of their own personal professional objectives and interests, which may or may not include advancement and upward mobility along a linear career path (Kraimer et al., 2010). Having employees that are able to strike a healthy work-life balance is of paramount importance to many businesses today (Simmons, 2012). Employees who have an improved and dedicated to improving their work-life balance are generally more satisfied with their work and personal lives in general (Susi & Jawaharrani, 2010; Guest, 2002).

Resources are whatever an organisation has access to that may be used to accomplish its objectives (Bryson, Fran, and Colin, 2007). To be more precise, a company's resources encompass everything within its control—its assets, capacities, organisational procedures, firm qualities, knowledge, expertise, etc.—that may be used to develop and put into action plans that boost the company's efficiency and effectiveness. Organisational resources include both observable and intangible properties (Ray, Barney, & Muhanna, 2004). Several factors, including organisational variables (resources), circumstances at work were identified by Akoth (2014) in his study on the execution of employee retention.

However, if organisations focus on diversity and developing its resources, they will become more attractive thereby encouraging retention of its workforce. Employee retention is usually driven by the level of supervisor support available to workers, career opportunity for growth and work-life balance for the staff. Therefore, this study examined the effect of organizational resources on employee retention of commercial banks in South-South, Nigeria.

**Conceptual Framework**

In order to pursue this study with clarity and precision, the conceptual framework in figure 1 reflecting organisational resources as the independent variable (IV) which was measured as a unidimensional construct and employee retention as dependent variable (DV) which was measured with supervisors support, career opportunity, and work-life balance.

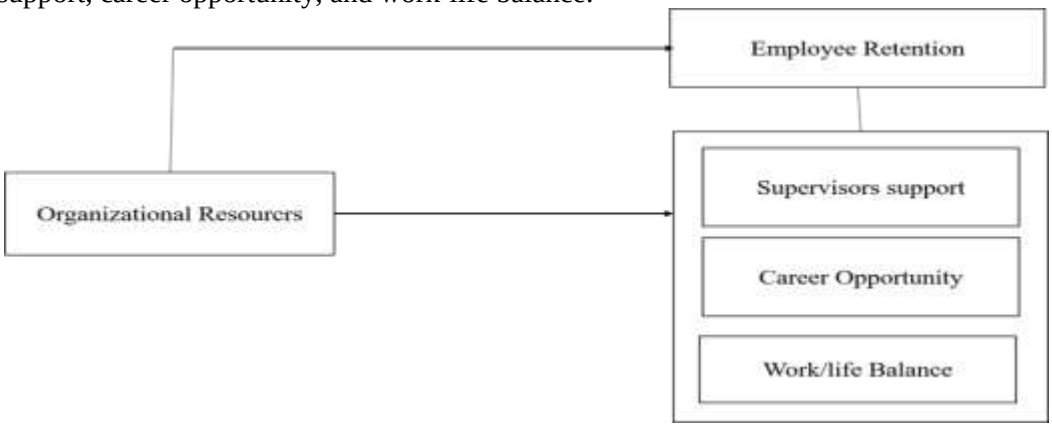


**Figure 1:** Conceptual Framework of Organisational Resources and Employee Retention of commercial banks in South-South, Nigeria.
**Source:** Desk research, 2023

**Objectives of the the Study**

This study examined the relationship between organisational resources and employee retention of commercial banks in South-South, Nigeria. Concisely, the following objectives are hereby stated:

i. Examine the relationship between organizational resources and supervisor support in commercial banks in Rivers State.
ii. Examine the relationship between organizational resources and career opportunity in commercial banks in Rivers State.
iii. Examine the relationship between organisational resources and work/life balance in commercial banks in Rivers State.

**Research Questions**

Based on the above objectives, the following research questions were raised:

i. What is the relationship between organisational resources and supervisor support in commercial banks in Rivers State?
ii. What is the relationship between organisational resources and career opportunity in commercial banks in Rivers State?
iii. What is the relationship between organisational resources and work/life balance in commercial banks in Rivers State?

**Research Hypotheses**

The following null hypotheses were highlighted for the study;

**$Ho_1$:** There is no significant relationship between organisational resources and supervisor support in commercial banks in Rivers State.

**$Ho_2$:** There is no significant relationship between organisational resources and career opportunity in commercial banks in Rivers State.

**$Ho_3$:** There is no significant relationship between organisational resources and work/life balance in commercial banks in Rivers State.

## LITERATURE REVIEW

**Theoretical Foundation**

This research was hinged on Self-Efficacy Theory, The Two-Factor Theory, Expectancy.

**Self-Efficacy Theory**

Self-efficacy theory proposes that increasing the self-efficacy of employees will boost motivation and performance. The basic reason behind this idea is that motivation and performance are determined by how successful people believe they can be (Bandura, 1982). This is highly useful in organizations because employers can develop self-efficacy beliefs in their workforce by focusing on the four primary sources of performance outcome, vicarious experiences, verbal persuasion, and emotional arousal (Bandura, 1977; Gist & Mitchell, 1992). Utilizing the sources of self-efficacy can improve employees effort, persistence, goal setting, and performance on specific tasks.

According to Redmond (2010), high self-efficacy individuals persist longer in the face of difficulty and are extremely resilient in the face of failure and are generally more content with their work and lives, they can set high goals for themselves, and are committed to their goals. The Social Cognitive Theory is composed of four processes of goal realization: self-observation, elf-evaluation, self-reaction and self-efficacy. Each component is interrelated and affects motivation and goal attainment (Redmond, 2010). Self-efficacy theory is therefore more relevant to organizational resources since individuals with high efficacy are more often satisfied with their work and lives. Workplace resources can provide an avenue through which individuals can be able to attain their high self-efficacy through private consultations with supervisors support.

**The Two-Factor Theory**

Frederick Herzberg, a psychologist, came up with his Two-Factor Theory of Motivation in 1959. According to this idea, two groups of factors—motivators and hygienic factors—influence whether or not an employee feels engaged in their work (Robbins, 2009). Job-related motivators are those that help people enjoy their work. Some examples of these include success, fame, authority, development, and

promotion. Factors related to workplace hygiene help maintain employee happiness. Things like pay, benefits, working conditions, corporate regulations, and management which all fall under this umbrella. According to Herzberg, characteristics related to "motivators" (as opposed to "hygiene") are more important in predicting work happiness. This is because, unlike hygienic considerations, motivators may really lead to favourable thoughts about one's profession. An individual driven by the desire to succeed may find fulfilment in their work if they are often presented with tough and interesting tasks. Whether the employee is not provided opportunity to succeed, it won't matter whether their basic needs are addressed (such as a decent wage and perks). The work of Herzberg, namely his Two-Factor Theory of motivation and job satisfaction, has had a significant impact on the study of organizational behavior.

Motivating workers to do better is essential for boosting their efficiency and output.

Similar to Maslow's hierarchy of requirements, Two-Factor Theory attempts to quantify employee motivation by looking at both intrinsic and extrinsic elements. According to this argument, satiating people's basic need (things like food and shelter) won't inspire them to work hard; at most, it will keep them from becoming unsatisfied. Motivating workers requires meeting their deeper desires (intrinsic or motivation elements). Meeting workers' exterior requirements, also called "hygiene factors," according to Herzberg's Two-Factor Theory will prevent them from seeming dissatisfied on the surface. However, it will not inspire them to do extra effort in order to get better results. Motivating people from the inside out should be a top priority for businesses (Robbins, 2009).

**Expectancy Theory**

According to Vroom, the theory of motivation is a process theory that describes how individuals make decisions about their actions to bring about desired outcomes. The theory proposes that anticipation, instrumentality, and valence are the primary determinants of motivation. Expectation is the conviction that exertion will yield results. The idea that if you put in the effort, you'll succeed at what you're doing. Instrumentality is the expectation that effort will provide a positive result. To put it another way, it's the confidence that your efforts will be recognized and appreciated.

The importance an individuals attach to a certain result is referred to as "valence." Motivation is the result of a dynamic interaction between anticipation, instrumentality, and valence. Motivation is proportional to the strength of each of these contributing factors. Vroom's Expectancy Theory is an effective framework for studying and controlling intrinsic motivation. Managers may foster a positive and effective work environment by taking into account employees' anticipation, instrumentality, and valence. According to Vroom (1964), particular outcomes are affected by both internal decisions and external factors. “Instrumental" describes the relationship between a person's actions as well as the results they produce.

**Resource-Based View Theory**

Although several terms have been employed to reveal the nature for tactical materials, allusions are often made to these four features: significance, shortages, imitation, as well as interchangeability. Barney (1991:116) uses a version of the term "endowment" five times in a single sentence of his frequently referenced work. Peteraf and Barney (2003) summed up the importance by saying, "The condition of multiplicity to center around resources concept is so essential because it is a prerequisite of this system."

**The Concept of Organizational Resources**

In a broader sense, organizational resources refer to system-sponsored channels for assistance and encouragement that people and teams may draw on to better themselves and their organizations in terms of their mindsets, motivations, behaviors, and teamwork. Organizational resources such as aligned strategy, clear goals, managerial support, career opportunity, and favourable staff reviews of Human Resource administration practices are all shown in Figure 1 and may have an impact either directly or indirectly on the involvement the environment, views of job materials, and worker satisfaction. When workers at a company are on the same page about the organization's top objectives, People are more inclined to work together to accomplish a goal if they are working towards the same aim.

According to Barney (1991), a company's resources consist of everything within its authority, such as its possessions, skills, organisational procedures, firm's qualities, data, expertise, etc. A company's bottom

line is directly related to the level of enthusiasm its workers have about working there. This suggests that businesses that take care of their workers will reap the financial benefits.

**The Concept of Employee Retention**

To retain personnels, businesses must make intentional creation of conditions that sustain staff involvement throughout time (Michael, 2008). Thus, organisations have retention plans aimed at discovering and keeping dedicated workers for as long as doing so is beneficial to both parties. A happier workforce may have a lower turnover rate. Furthermore, Michael (2008) also opined that money is a major driver of smaller-scale workers' productivity in the South African banking industry. As a result, there is still a lot of mystery around the incentives that encourage individuals to remain with financial industry employers. Human capital, organizational features, and organizational competence all pertain to the people inside an organization and, when brought together, may provide a strong foundation for a company with championship potential. All of these things are happening at once since both organizational capability and organizational competence need the correct sort of human resource for establishment and upkeep.

**Measures of Employee Retention**

**Supervisors Support**

A sense of backing from management tells workers that their bosses are invested in their success because they appreciate their "contributions and care regarding their psychological well-being" (Chen et al., 2008). Having a supportive supervisor is a significant factor in how satisfied and fulfilled employees are in their jobs. This is due in part to the fact that strong bonds are fostered among workers, which in turn boosts collaboration and productivity in the office and increases satisfaction with work, which in turn decreases probability of employee turnover (Paul & Vincent, 2018).

McLeod (2007) provide versatile workers able to take on a variety of roles. They also emphasized that one's ability and self-confidence reveal "what difficulties they are willing to face, how long to stay maintained throughout the trying period, and the amount of effort should be put forth in the endeavor." Confidence in one's own abilities was related to better job dedication and productivity. Previous research has shown that supervisor encouragement leads to greater trust among workers. Previous research has looked at the ways in which managing yourself and outward managerial pressures affect employees' confidence, as stated by Muindi. (2011).

Workers have a greater committed to remaining within an organisation whenever they see the managers have their backs. One may say that managers represent the "human face" of the company. A competent manager helps workers develop both individually and collectively. Managers represent the company outside. Workers are leaving their managers, not their companies. Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades (2002) suggested that employees' perceptions of their line of work and the company are strongly influenced by their relationship with their supervisors. If managers make an effort to be supportive of their employees, they leave the company around. The likelihood that an employee will remain with the company varies depending on how well they are overseen.

**Career Opportunity**

People do not embark on professions in isolation; rather, the circumstances in which they will be made must be taken into account. Careers in the modern workplace are very dynamic, and as a result, there are many different types of professional paths that people might take. Careerist, deity for his ability form at whim, is flexible enough to adapt to an ever-evolving work environment while still satisfying personal goals and aspirations (Hall, 1976, 1996). A substantial amount of consciousness as well as private accountability is required since the person, not the company, is responsible for their professional development, planning and growth. The notion was refined by who defined two: values-driven and independent professional leadership mindsets. According to the work of and, the term "boundary less career" is used to characterize a series of employment chances that extend beyond the limits of a single company. In 2006, Sullivan and Arthur revised the idea by describing different degrees of physical and mental career mobility across different places of work. The reimagined, limitless career is made up of

several job changes and employers, as well as inner growth in the form of more self-knowledge and satisfaction. The career actor's level of boundaries leasing companies captures this deeper conceptualization (Sullivan & Arthur, 2006).

**Work-life Balance**

Balancing work and life is the most recent HRM practise examined in this study. When there is harmony between one's professional and personal responsibilities, this is known as work-life balance (Clark, 2000). Companies that encourage a welcoming to families workplace and have clear regulations regarding employees' professional and personal lives tend to have a lower turnover rate (Beauregard & Henry, 2009). Workers in knowledge-driven businesses, where workers control their own working schedules and frequently take the job with them, are beginning to see the need. In addition, with the fast distribution and acceptance of sophisticated technological devices, increasing numbers of workers in service industries, including in BPOs, are working from residence, hence incurring the danger of growing 'role tension'. Employees' commitment to their occupations might be affected by the stress caused by work-family conflicts that interrupt their work-life equilibrium (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007). O'Neill et al. (2009) discovered that in the American hotel sector, a favourable job-family atmosphere, or the belief that an organisation fosters excellent balance between work and personal life, has a beneficial relation with staff retention. Employee retention and dedication are both improved when workers have an excellent standard of life at work, according to research conducted in Taiwan (Huang, Lawler, & Lei, 2007).

Accessibility to suitable organizational life outside of work rules, both formally and informally, clearly helps workers handle the demands of their numerous roles. As a result, these workers are enthusiastic about their jobs and producing excellent results. On the other hand, bad work behaviors and achievement, as well as resignations, are linked to a lack of accessibility to, or an organizational culture that discourages, such measure.

"Fulfilment with optimal operating at job as well as residence with minimal role dispute," as stated by Clark (2002), is the essence of job-life balancing. It's a state of balance, when professional demands are about the same as those in one's private life. According to research on the topic (Delecta, 2011), "work life balancing" is defined as "the degree to which one's needs in the areas of profession, household, and personal life are all met." Workplace obligations included time spent working, the intensity of that job, and the percentage of time spent working. More time away from home while maintaining a high level of job concentration might lead to exhaustion, stress, and other adverse health outcomes on the house front. He felt individuals needed to devote time to their families since they had roles like fathers, mothers, wives, etc., and had responsibilities like raising kids and looking after the elderly. However, if education campaigns are successful, the greatest Work life balance practises might have a significant, beneficial effect on workers' well-being. The authors of this study imagine a different interpretation of past research on work-life balance and provide concrete recommendations for businesses eager to adopt a culture that would support the implementation of such practices, benefiting workers at every stage of their careers.

Relationships at work have changed as a result of financial instability and rivalry in the workplace, making work-life balance an increasingly relevant subject of research. To have a healthy work-life balance, one must be able to split one's time between work and personal pursuits without feeling overwhelmed by either.

**Empirical Review**

The effect of organizational resources on employee retention was studied by Xuechang, Igbal and Saina (2022). The relationship between workplace flexibility and retaining staff members was studied by Baridula and Mekuri-Ndimele (2021). Two hundred (200) workers from six (6) different Nigerian industries were evaluated in a longitudinal investigation. Using the sampling tables developed by 133 participants was obtained using this group. Self-administered surveys were the primary data source. The Cronbach Alpha coefficient reliability test showed that the tool was trustworthy overall, with all items scoring at or above 0.70. According to the data, industrial organisations in Nigeria where workers have

more leeway in their schedules have a higher retention rate. According to the results, industrial firms in Nigeria may benefit from more retained workers if they adopted more flexible work practices.

Professional growth and retention efforts at the Gambling Regulation and Licencing Board in Kenya were assessed by Abwavo and Muli (2020). A total of 130 workers from the Gambling Regulation and Licencing Board served as the research's sample people, and a descriptive research approach was used. The study relied on data gathered from both primary and secondary sources. Information for the study was gathered via the use of informal surveys. Inquiries were of a scientific nature and pilot testing with a subset of respondents allowed us to determine the surveys' validity and reliability. Designs and measurement flaws were identified after a pilot test. Each of the study's variables was consistent with itself. Summary statistics, relationship, and regression analysis were used to examine the data. Multiple regression analysis was utilised to determine the significance of a connection between career development programmes and factors that contribute to employee retention.

Analysis of Theories X and Y, as well as Maslow's Theory of Motivation and Performance and Retention by Tahir and Iraqi (2018). A quantitative approach was used, and Answers were collected using a surveys with no open-ended questions from 219 university faculty and staff members. Employee retention and productivity were shown to be lower for managers who relied on theory X compared to those who relied on theoretical Y and Maslow's need-satisfaction scale. The results are instructive for college administration in terms of employee motivation, since the vast majority of staff members are suitably prepared and prefer to advance in their careers by relying on their own talents and abilities rather than being led by rigorous compliance.

Chepkosgey, Namusonge, and Makokha (2019) evaluated training practise from the vantage point of firms' ability to keep their employees. This study utilised an interview methodology to probe for causal relationships among parameters. A total of 2,940 employees at beverage firms in Kenya were used to get the appropriate sample size of 352. Formal surveys had been developed to answer the investigation's inquiries. In this study, surveys were used to collect information., then descriptive statistics were used, and the results were shown in frequency tables. Training was shown to have a favourable effect on keeping workers in beverage processing companies. According to the findings, including workers in decision-making processes at beverage processing companies might help them better understand where they are in terms of training. Finally, the researchers, academics, and policymakers involved in the beverage processing industry would profit greatly from the study's conclusions.

## METHODOLOGY

Surveys were used to collect information on the themes of interest in this research. As a result, an objectivist philosophy was adopted. However, a positivist paradigm was used in order to learn more about the topic under investigation. The unconventional strategy (quantitative) was the primary technique used in this investigation.

The cross-sectional survey method was used for this research. The cross-sectional survey method was selected because it allows researchers to get an overall picture of the organisation they are studying at a single point in time. It is one in which information is collected all at once, rather than gradually through time. The purpose of this research is to determine whether or not there is a connection between organizational resources and retaining workers in financial institutions in the South-South, Nigeria. The design unraveled the relationships that exist between the constructs.

The population of this study is 603 elements form the respective branch offices of the 23 deposit money banks in South-South, Nigeria.

This study adopted the table created by Krejcie and Morgan (1970) to determine the appropriate size of the sample. Based on the table as well, we estimated a sample size of 235 from a population of 603. The people participating were selected and sampled using a basic randomization method. The proportional share for each deposit money bank was consequently calculated using Bowley's 1926 formula below

$$n_i = n \frac{N_i}{N}$$

Where

$n_i$ = Unit sample size for each deposit money banks.
$N_i$ = Unit population for each deposit money banks
n = Total sample size for the study
N = Total population for the study

Test for the reliability of the instrument is carried out using the Cronbach Alpha coefficient 0.70 illustrated on table 1. The hypothesis was tested using the Spearman Rand order correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) version 25.0. The validity study is summarized in Table 1 below.

**Table 1: Reliability Statistics**

| SN | Construct | No. of Items | Cronbach's Alpha |
|---|---|---|---|
| 1. | Organizational Resources (OLR) | 5 | 0.845 |
| 2. | Supervisor Support (SST) | 5 | 0.920 |
| 3. | Career Opportunity (COY) | 5 | 0.910 |
| 4. | Work/Life Balance (WLB) | 5 | 0.946 |

***Source: Researcher's Desk, SPSS 25.0 Outputs 2023***

**DATA RESULTS**

All 235 questionnaire copies were distributed accordingly and with a success return rate of 227 copies. Retrieved copies were subsequently coded into the statistical package for the social sciences (SPSS version 25.0).

**Univariante Analysis**

This section deals with the frequencies and percentages of responses from respondents, on the indicators of the various constructs.

**Table 2: Descriptive Statistics**

| Constructs | Items | N | Mean | Std. Deviation |
|---|---|---|---|---|
| **Organizational Resources** | This organization supports staff to make their own decisions. | 227 | 3.06 | 1.013 |
| | Human Resource provides me with sufficient opportunities for training and development | 227 | 2.95 | .933 |
| | The future direction of the organization is clearly communicated to every staff | 227 | 3.02 | 1.061 |
| | Every staff in this organization is well aware of the long-term plans and directions of the organization | 227 | 3.09 | 1.106 |
| | This organization encourages staff to be flexible | 227 | 2.92 | 1.075 |
| **Supervisor Support** | My immediate supervisor helps me to improve myself. | 227 | 2.83 | 1.194 |
| | My immediate supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily | 227 | 2.88 | 1.156 |
| | My immediate supervisor establishes plans and work objectives with me. | 227 | 2.80 | 1.126 |
| | My immediate supervisor holds regular meetings with my work group | 227 | 2.73 | 1.154 |
| | My immediate supervisor knows what is going on in my work group. | 227 | 2.86 | 1.113 |
| **Career Opportunity** | There are job opportunities available within this organization that are of interest to me | 227 | 2.95 | 1.155 |
| | There are career opportunities within this organization that are attractive to me | 227 | 3.07 | 1.113 |
| | This organization offers many job opportunities that match my career goals | 227 | 3.44 | 1.191 |
| | I seek out training and development opportunities in this organization | 227 | 3.55 | 1.224 |
| | In my organization I constantly update my job related skills. | 227 | 3.56 | 1.165 |
| **Work/Life Balance** | My personal life gives me energy for my job | 227 | 2.75 | 1.177 |
| | My job gives me energy to pursue personal activities | 227 | 3.17 | 1.222 |
| | I have a better mood at work because of personal life | 227 | 3.14 | 1.159 |
| | I have a better mood because of my job. | 227 | 3.07 | 1.207 |
| | My work does not suffer because of my personal life. | 227 | 3.26 | 1.156 |
| | Valid N (listwise) | 227 | | |

**Source: SPSS Data result, 2023**

Table 2 above illustrates the distribution for the constructs of the study based on summaries obtained from their manifest properties. The distribution which is based on a 5 – point Likert scale format of 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

The five-point Likert scale was used in this investigation, with responses ranging from "Strongly Disagree" (=1) to "Strongly Agree" (=5). Data sets with mean scores between 1.0 and 2.4 on a Likert's

five (5) - point scale are considered low, 2.5 to 3.4 are considered medium, and 3.5 to 5.0 are considered high, per Oxford and Burry-Stock (1995).

The distributions for the variables demonstrate evident levels of agreement to the properties and manifestations of the constructs; where mean scores (x) are observed to range mostly between x = 2.53 – 3.56, it is evident that constructs such as Organizational Resources, supervisor support, Career Opportunity, and Work/Life Balance are substantial and well manifested realities within the context of the study.

**Bivariate Analysis**

The bivariate analysis involving the test for the bivariate relations is presented on Table 3. The decision rule which applies for all bivariate test outcomes is stated as follows: where P < 0.05, reject hypothesis on the basis or evidence significant relationship; and where P > 0.05, accept hypothesis on the basis of insignificant relationship between the variables.

**Test of $H_{01}$, $H_{02}$ and $H_{03}$: There is no relationship between Organizational Resources and Measures of Employee Retention.**

**Table 3: Correlations of Organizational Resources and the Measures of Employee Retention**

**Organizational Resources and Supervisors support**

| | | OLR | SST |
|---|---|---|---|
| OLR | Correlation Coefficient | 1.000 | .887 |
| | Sig. (2-tailed) | . | .000 |
| | N | 227 | 227 |
| SST | Correlation Coefficient | .887 | 1.000 |
| | Sig. (2-tailed) | .000 | . |
| | N | 227 | 227 |

**Organizational Resources and Career Opportunity**

| | | OLR | COY |
|---|---|---|---|
| OLR | Correlation Coefficient | 1.000 | .790 |
| | Sig. (2-tailed) | . | .003 |
| | N | 227 | 227 |
| COY | Correlation Coefficient | .790 | 1.000 |
| | Sig. (2-tailed) | .003 | . |
| | N | 227 | 227 |

**Organizational Resources and Work/Life Balance**

| | | OLR | WLB |
|---|---|---|---|
| OLR | Correlation Coefficient | 1.000 | .711 |
| | Sig. (2-tailed) | . | .000 |
| | N | 227 | 227 |
| WLB | Correlation Coefficient | .711 | 1.000 |
| | Sig. (2-tailed) | .000 | . |
| | N | 227 | 227 |

Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output version 25.0, 2023

The evidence on the relationship between Organizational Resources and the measures of employee retention (a) Supervisors Support (b) Career Opportunity, and (c) Work/Life Balance; are revealed to be significant. The evidence demonstrates that Organizational Resources contribute positively to all three measures of employee retention (Organizational Resources influence and Supervisors Support R = 0.887 and p = 0.000; Organizational Resources and Career Opportunity R = 0.790 and p = 0.003; Organizational Resources and Work/Life Balance R = 0.711 and p = 0.000). The evidence identifies Organizational Resources as a strong predictor of employee retention within the Nigerian banking sector. This means that the null hypothesis earlier stated are rejected and the alternate hypothesis were accepted at 83.7% confidence level.

## DISCUSSION OF FINDINGS

The study examines the relationship between Organizational Resources and employee retention of commercial banks in South-South, Nigeria. The findings of the study showed that

i. Organizational Resources significantly affects supervisor support.
ii. Organizational Resources significantly affect career opportunity.
iii. Organizational Resources significantly affect work/life balance.

The result shows that there is a positive and significant relationship between organizational resources and supervisors support of commercial banks in Rivers State, Nigeria. In other words, increase in organizational resources is associated with increase in supervisor support. This finding aligns with Kim Mattson, Zhang and Cho (2023).

## CONCLUSION AND RECOMMENDATIONS

Based on the data collected and analyzed for this research, it was determined that organizational resources have a major role in retaining employees. In commercial banks in Rivers State, Nigeria, the research found that supervisor support, career opportunities, and work/life balance were all positively affected by organizational resources. The findings corroborate the claim and lend credence to the position that organizational resources is a crucial and highly imperative factor in sustaining employee retention; its role as a forerunner to employee retention is required by a state of mental calmness, the uniqueness of every encounter between employee, customer, and the bank, the joy derived from services, and the reduction of customer's transaction cost, as foundational factors in financial organizations.

Commercial banks thrive and survive on the basis of their ability to provide and implement adequate organizational resources which will in turn lead to higher supervisor support, better career opportunity and eventual work/life balance. Based on the findings and conclusions, the following recommends were made:

i. Commercial banks should inform staff members of the organization's objectives and how their job fits into those objectives. Employees will feel more valued and like they are a part of something greater as a result.
ii. Commercial banks should regularly meet with staff members to discuss progress and solicit input on how to enhance the company. The relationship between employees and managers will improve as a result of this.
iii. Commercial banks must establish a procedure for honoring and rewarding employee achievements. Employee motivation and appreciation will increase as a result of this.

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