



Employees Job Performance and Pursuit of Corporate Social Responsibility in the Banking Industry a Case Study of Zenith Bank Plc & First Bank Plc Jalingo

Joseph Albasu¹ --- Jerome Nyameh^{2*} --- Mahmood Hamid Umar³

¹Ph.D Research student, Leedsbeckett University, Leeds United Kingdom

²Department of Economics, Taraba State University, Jalingo, Nigeria

³Department of Agric Economics, Taraba State University, Jalingo, Nigeria

Abstract

The study examine the correlation between employees job performance and corporate social responsibility, through the use of qualitative and quantitative research design paradigm, to do that effective there research objectives and two hypotheses were design; (i)To identify the contribution of employees job performance to corporate social responsibility (ii)To determine ways how corporate social responsibility can be improve in organization (iii)To analyzes the organizational excellence and the corporate social responsibility under the period under review. **H1:** there is a positive relationship between employee's job performance and the corporation social responsibility **H0:** there is no positive relationship between employee's job performance and the corporation social responsibility, in order to find the correlation between the two variables. To test the hypotheses, correlation was conducted between the independent and dependent variable which the degree of correlation to 0.625 showing high level of correlation hence the null hypothesis is rejected and the alternative hypothesis is accepted. And the results from the content analysis of qualitative also accept the alternative hypothesis and reject the null. Cronbach alpha statistic was also conducted for test of reliability which shown 0.951 which shows that the instrument used is highly reliable. Hence the study shows that there is a positive and significant relationship between the two important variable of the study employees job performance and corporate social responsibility.

Keywords: Employee's job performance, Corporate social responsibility, Banking industries, Zenith bank PLC, First bank PLC. And Jalingo.

Contents

1. Introduction.....	2
2. Review of Related Literatures.....	2
3. Methodology.....	4
4. Data Analysis and Discussion of Finding.....	4
5. Conclusion.....	6
References.....	6

Citation | Joseph Albasu; Jerome Nyameh; Mahmood Hamid Umar (2016). Employees Job Performance and Pursuit of Corporate Social Responsibility in the Banking Industry a Case Study of Zenith Bank Plc & First Bank Plc Jalingo. Asian Journal of Social Sciences and Management Studies, 3(1): 1-6.

DOI: 10.20448/journal.500/2016.3.1/500.1.1.6

ISSN(E) : 2313-7401

ISSN(P) : 2518-0096

Licensed: This work is licensed under a [Creative Commons Attribution 3.0 License](https://creativecommons.org/licenses/by/3.0/)

Contribution/ Acknowledgment: All authors contributed to the conception and design of the study.

Funding: This study received no specific financial support.

Competing Interests: The authors declare that they have no conflict of interests.

Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study was reported; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained.

Ethical: This study follows all ethical practices during writing.

History: **Received:** 25 June 2015/ **Revised:** 25 July 2015/ **Accepted:** 6 August 2015/ **Published:** 12 August 2015

Publisher: Asian Online Journal Publishing Group

1. Introduction

1.1. Background to the Study

Over the years the major problem of organization is who to employ, retain for a sustainable result, this worries has given room to various training on the job and out the job in order to improving employees job performance (Jerome *et al.*, 2014) despite huge amount of resource on improving employee's job performance, there is little records of sustainable excellence in organizations and the adverse effect of such set back is mostly reflected on the business environment, where the business organization never feel the impact of the business in term of corporate social responsibility. In a situation better employees job performance is achieved, the organization will not hesitate to performing their role to society which patronize their business over the years.

The link therefore is on the basis of output in term of the turnover of the organization other people may called it net profit, this implies that employee's job performance result to a better push for accomplishment of corporate social responsibility where the turnover is good but in the case where employee job performance is bad and the turnover is equally not too good, it will be difficult for organization to engage in corporate social responsibility. Ojo (2009) argues that if organizations aim to obtain their employee's commitment, the management must help its employees to identify with the values, norms and artifacts of the organization; hence the need for organizational culture. Culture of every organization is built on the basis of human resource, customers and wider environmental conveniences, including the conveniences of the organization (Ojo, 2009)

1.2. Research Problem

Business organization over the year has run away from their responsibility to the society where they drive their business, this act has become an issue of concern to both government and civic organization on the reluctant attitude of business owners on the issue of corporate social responsibility, it has generated argument both in commercial and academia on why organization fail in their role for corporate social responsibility, many claimed that business owners are very greedy while others argued that is lack of employee job performance that result to low turnover hence prompted the business owner to tactically withdraw from their social corporate responsibility. It is in this regards therefore the study tend to examine the employees job performance and pursuit of corporate social responsibility to ascertain the various argument put forth.

1.3. Objectives of the Study

The main objectives of the study are to examine the relationship between employee's job performance and the pursuit of corporate social responsibility in organization, specific it sought;

- i. To identify the contribution of employees job performance to corporate social responsibility
- ii. To determine ways how corporate social responsibility can be improve in organization
- iii. To analyzes the organizational excellence and the corporate social responsibility under the period under review

1.4. Study Hypotheses

H1: there is a positive relationship between employee's job performance and the corporation social responsibility
H0: there is no positive relationship between employee's job performance and the corporation social responsibility

2. Review of Related Literatures

2.1 Employees Job Performance

Employees Job performance is an issue that has received wide attention in literature and research due to its importance since every organization aims to achieve higher performance (Ojo, 2009) employees and performance can be define differently below.

(a) Employees are hired staff, working on the basis of payment either for part time or full time under an arrangement of employment; it could be in written or oral expression. This will involve conformity on the remuneration and the kind of duties expected of the employee to perform in i a given time (Shumen, 2009).

(b) Performance can an accomplishment of a described assignment or tasks that are given to be achieve within a time limit and with a kind of result expected that can measurably with the accomplishment level of the assigned task, which can is measured when a performance standard are given (Shumen, 2009). Performances activities must ensure that goals are always being achieved in an effective and efficient manner (McNamara, 2005).

Employee's performance refers to the observable behaviors and actions which explain *how* a job is done, plus the results that are expected for satisfactory job performance (Cardy and Selvarajan, 2004; McNamara, 2005). To achieve performance at the higher capacity from employees, the following criterion should be considered (Cardy and Selvarajan, 2004; McNamara, 2005).

(i) Performance Values

The purpose of performance standards is to communicate expectations, and it is often behaviors that determine whether performance is acceptable (Cardy and Selvarajan, 2004). Collins (1998) and Cooper (1998) view employee's performance as a process for establishing a shared workforce understanding about what is to be achieved at organization level. Employees are involved in the development of standards, and performance standards should form the basis for performance evaluation that clearly states how employees would be recognized when expectations have been met, exceeded, or not met (Gruman and Saks, 2010).

Performance standards should be position oriented and not individualistic; it should be visible, with anchored indicators for success which may be expressed in terms of quantity, quality, and within time frame (Cardy and Selvarajan, 2004); (Armstrong, 2006). Though the concept is differentiated by the views put in place by www.ispi.org 2002, performance standard is a result that positions an organization to question, confirm and

reconfirm that people share the same vision and goals, that the job procedure is sufficient, and that people have the skills and knowledge they require (www.ispi.org 2002).

My working definition is that of [Richer \(2005\)](#): Performance standard refers to the kind of behaviors or results that are expected of performance to be considered satisfactory. In this case, standards are the criteria against which performance is judged; these standards should be achievable, unique, monitored, purposeful, measurable, and stated in terms of quality, quantity and time.

(ii) Performance evaluation

Performance appraisal tools and systems of appraisal vary greatly from countries, organizations and managers, although all aim at achieving the purpose of best performance practice ([Jones, 1995](#)). Performance appraisal is the process where managers examine, evaluate and assess employee's behavior and performance at work against set standards. The appraisal must be documented and the results used as feedback to the employees to indicate where improvement is needed and why ([Cardy and Selvarajan, 2004](#)).

The appraisal also serves as both punishment and reward to performing and non-performing employees. It is also a major determinant of who needs what training and at which time; it can also be a reward mechanism ([Jones, 1995](#)). [Elgin \(1993\)](#) views performance appraisal as the process of cognitively processing information in order to make judgment and evaluation which is summarized as follows:

- (a) acquirement of information about those to be evaluated,
- (b) Organization and storage of this information in a memory, and
- (c) Retrieval and integration of the information in a fashion that leads to the recording of an evaluation of the person being evaluated.

2.2. Overview Corporate Social Responsibility

Corporate social responsibility is the way in which business takes into account the financial, environmental and social impacts of decisions and actions it is involved in. It is an increasingly important issue in business, as managers, consumers, investors and employees have begun to understand how economic growth is linked to social and environmental well-being ([Nyameh et al., 2014](#)).

Corporate social responsibility is a determinant factor for any organization desiring for viable sustainability. At the same time as it is a mostly voluntary concept, there is increasing pressure on organizations to make a positive contribution to society, or at the least, reduce their negative impact. Internationally, governments are also moving towards the enforcement of certain elements of corporate social responsibility, particularly in regards to the protection of the environment and the effect of which the business injected on it citizenry ([Nyameh et al., 2014](#)).

Businesses organization may not tend to measure the positive impact that the behavior of the organization has on their performance, however, some business organization are likely to understand the negative impact the business decisions has on their employees. Business sustainability always depends on organisational ability considering the social and environmental consequences of their decisions hitherto taken. Many businesses and managers in the past were primarily concerned with increasing shareholders' value. business partners' are people who own part of a business through a share in order to obtain profits.

In a large corporation, this could include thousands of people who hold shares in the company and receive dividends, habitually; managers were focused on short to medium term profits and driving the share price up. However, there has been a on the increase drift from simply increasing the shareholders dividend instead designing an increasing value for the business in terms corporate social responsibility but they to focus on stakeholders benefit. Business partners' are the people who are pretentious by the measures and performance of the business, this include internal and external business partners'.

The business stakeholders could include different kind of people like employees, consumers, shareholders, associates, and business owners. Businesses that are socially responsible aspire to make decisions that are in the best interests of their business environment and various stakeholders ([Ferrell, 2009](#)). Developing your understanding of corporate social responsibility and implementing it into your business will speedily help business organization to go a step ahead of competitors. It be can use as a gain over competitors and it can provides an opportunity to get benefits at higher range for business stakeholders ([Perlman and Hughes, 2008](#)).

2.3. Employee Job Performance and Corporate Social Responsibility

Employees are always do their job better any time they find out that a customer shares a passion for social or environmental causes, it creates a bond that is highly motivating." Likewise, when an employee believes support for corporate social responsibility comes from every level of management, the employee may sense that the company shares values like caring and unselfishness.

Hence they tend to dream of having a good future in their job as such they will forcefully put in their very best at all time. Corporate social responsibility can help frontline employees reconcile this tension by highlighting what the employee shares in common with both customers and the company ([Jerome and Mahmood Hamid, 2014](#)) To reap the potential rewards of corporate social responsibility, researcher recommend that managers encourage employees to talk develop shared experiences with customers around the company's corporate social responsibility activities. They also recommend that upper management take a visible role in enacting corporate social responsibility.

This is will be more evidence that companies can generate substantial return on corporate social responsibility investment. Employee engagement in corporate social responsibility activities such as environmental initiatives, charitable giving, and ethical business practices, can improve job performance

3. Methodology

3.1. Research Design Approach

The study incorporated the use of quantitative and qualitative paradigm approach as a complimentary to ascertain the viability of the instrument, the quantitative structured the use of 15 items survey questionnaires, using five point likert scales and the qualitative is structured based on semi structured interview of the same survey questionnaires administered to two commercial bank managers in Taraba state Nigeria, there selection is based on convenient simple random sampling. The simple random sampling , picked 50 respondents out the population of 500 (Sekaran, 2003). The analysis was conducted using spss version 16 to find the relationship between the two important variables of the study, by means of correlation and regression statistics, crombach alpha was to test the reliability of the instrument and content analysis (Babbie, 2012) in the case of quantitative and qualitative respectively (Richardson, 2005).

4. Data Analysis and Discussion of Finding

4.1. Respondents' Data Profile

The respondents' profile was analyzed using frequency analysis method to examine the demographic information of respondents from Zenith and First Bank PLC Nigeria. Nominal data comprising age, gender, working experience and educational level are presented in Table 4.1

Table-4.1. Respondent's Data Profiles

Demographic Information	Variables	Frequency	Percentage %
Age group	20-29 yrs	12	24
	30-39 yrs	20	40
	40-49 yrs	12	24
	50 yrs and above	6	12
Gender	Male	24	48
	Female	26	52
Working experience	1-5 yrs	28	56
	6-10 yrs	21	42
	11-20 yrs	1	2
Educational level	PhD	-	-
	Masters	13	26
	Bachelor	22	44
	Others	15	30

Source: Nyameh 2012

The demographic information is categorizes into four subsection, age group, gender, working experience and educational level. The first category 12 respondents are between the age of 20-29 representing 24%, 20 respondents are with the age limit of 30-39 representing 40% while 12 respondents also are within the age 40-49 representing 24% and 6 respondents are between 50 and above representing 12%. The second category is gender, 24 respondents are male representing 48% while 26 respondents are female representing 52%. The third category work experience 28 respondents has worked for 1-5 years representing 56% , 21 respondents has worked for 6-10 years while only 1 respondent worked for 11 years and above representing 2%. The fourth category is educational attainment 13 respondents has backed their masters degree representing 26%, 22 respondents obtained their first degree and 15 respondents obtained others form of qualifications less than first degree.

4.1.1. Test of Reliability

Reliability is consider to the degree to which measures tend to be free from error and therefore capitulate consistent results (Zikmund, 2003). The internal consistency kind of method was adopted in this study to examine the reliability of the questionnaire developed. The internal consistency is determined by examining the inter-correlation of each item using the most popular test of interim consistency reliability that is the Cronbach's alpha coefficient (Sekaran, 2003).

Table-4.2. Reliability test (cronbach alpha)

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.951	15

Source: From Table 4.2 the Cronbach's alpha of 0.951 indicates the highly reliability of the questionnaire

4.2. Test of Hypothesis

Table-4.3. test of hypothesis

Correlations			
		independent(y)	dependent(x)
independent(y)	Pearson Correlation	1	.625**
	Sig. (1-tailed)		.000
	N	50	50
dependent(x)	Pearson Correlation	.625**	1
	Sig. (1-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (1-tailed).

From Table 4.2 the y= independent variable while X= dependent variable , the statistical table above indicates high level of correlate with 0.625 hence the H1 there is a positive relationship between employee’s job performance and the corporation social responsibility is here by accepted and the H0 there is no positive relationship between employee’s job performance and the corporation social responsibility is hereby rejected.

Table-4.4. Correlation between Employee’s Job Performance and CSR

Correlations				
		VAR00001	VAR00006	VAR00011
VAR00001/ Obj: 1	Pearson Correlation	1	.625**	.957**
	Sig. (1-tailed)		.000	.000
	N	50	50	50
VAR00006/Obj:2	Pearson Correlation	.625**	1	.653**
	Sig. (1-tailed)	.000		.000
	N	50	50	50
VAR00011/Obj: 3	Pearson Correlation	.957**	.653**	1
	Sig. (1-tailed)	.000	.000	
	N	50	50	50

** . Correlation is significant at the 0.01 level (1-tailed).

From the data in Table 4.4 indicates three different variables, 1, 6 and 11, one stand for objective 1 To identify the contribution of employees job performance to corporate social responsibility, by the level of correlation 0.625 it shows that employees job performance contributes to corporate social responsibility. Variable 6 represents objective 2 ,To determine ways how corporate social responsibility can be improve in organization, the level of correlation is 0.625 which indicates that one of the way CSR can be determine is through employees job performance. while objectives 3 To analyzes the organizational excellence and the corporate social responsibility under the period under review, the level of correlation 0.957 indicates there is highly correlation between organization excellence, which is employees job performance and CSR.

4.3. Data from Qualitative Study

Qualitative data was obtained from the in-depth semi-structured interviews with the two key managers of zenith bank and first bank plc. The questionnaire incorporated fifteen semi-structured open-ended questions that were qualitative in nature. The interviews were conducted through face to face deliberation. The interviews were undertaken at different times depending on the availability of the managers. The responses of the two key managers in Tables 4.5. To maintain confidentiality, the managers have been named A and B respectively.

Table-4.5. Summary of Response of Manager A & B

QUESTIONS	RESPONSES
1. My organization does help the society any time they have high turnover.	Both agreed.
2. Profit turnover in my organization are shared among the stake holders of the business.	Both respondents agreed on the assertion.
3. In my organization prizes are given to community who excel in business.	Respondent A agreed while respondent B disagree.
4. In my organization slots on employment(recruiting new staff) are given to the community were the business operated.	Both of the respondents agrees
5. In my organization when job is well performed and the organization secured good profit the society benefit.	Both respondents agrees
6. When there is a conducive working environment there will be high turnover and it will boost economic activities.	Both respondents agrees
7. External environment (step) affect the social corporate responsibility positively when it favorer able	Both respondents agrees

Continue

8. The culture of my organization support increase in corporate social responsibility	Respondent B agrees and while A disagree
9. Corporate social responsibility is determining by the performance rate of employee's job performance.	Both respondents agrees
10. In my organization we always won the best prize for being responsible to the society.	Both of the respondents disagrees
11. In my organization we have certain percentage of our profit allocation to corporate social responsibility.	Both agrees
12. Most of our corporate social responsibility activities is from the proceed of our turnover .	Both respondents agrees
13. Anytime we engage in corporate social responsibility , the job appraisal performance rating also indicating high	They both agrees
14. Our organizational excellence is best determined by the level of our corporate social responsibility.	Both respondents agrees
15. Corporation social responsibility work hand in hand with employee's job performance	Both respondents agrees

Source: Researcher's approach, 2015

From Table 4.5 the qualitative summary above out of the 15 statement of questions both respondents agrees on the 12 statement to be true while in 3 statement 3, 8 and 10 there is form of disagreement on the statement, based on the content analysis we conclude that, employees job performance has a significant relationship with corporate social responsibility.

5. Conclusion

With all the research objectives addressed and the test of hypothesis resolved through both qualitative and quantitative analyses, the present study has been successfully fulfilled. The conclusions of the study are summarized in the following paragraphs: there is a positive and significant relationship between employee's job performance and the corporate social responsibility. Hence the two variables must be considered as complimentary when making organizational policies related to the two.

References

- Armstrong, M., 2006. A handbook of human resource management practice. London: Kogan Page.
- Babbie, E.R., 2012. The practice of social research. Belmont, CA: Wadsworth.
- Cardy, R.L. and T.T. Selvarajan, 2004. Assessing ethical behavior. Development of behaviorally anchored rating scale. Proceeding of Southern Academy Management Meeting.
- Collins, D., 1998. Organizational change: Sociological perspectives. USA: Routledge.
- Cooper, D., 1998. Improving safety culture, a practical guide. Canada: Routledge.
- Elgin, D., 1993. Awakening earth: Exploring the evolution of human culture and consciousness. New York: Morrow.
- Ferrell, J.F., 2009. Business ethics: Ethical decision making and cases. 8th Edn., USA: Cengage Learning.
- Gruman, J.A. and A.M. Saks, 2010. Performance and employee engagement. Human Resource Management Review, 30: 1-14.
- Jerome, N., I.M. Jagaba and Z. Mohammed, 2014. An examination of business ethics and corporate social responsibility: A case study of Zenith bank PLC Jalingo. International Journal of Management Sciences, 3(8): 593-600.
- Jerome, N. and U. Mahmood Hamid, 2014. Examination of flood disaster and government attitudes Taraba State experience. Studies in Social Sciences and Humanities, 1(1): 56-59.
- Jones, T.W., 1995. Performance management in changing context. Human Resource Management Fall, 13(6): 425-442.
- McNamara, C., 2005. Human resource management and talent management. Authenticity Consulting LLC.
- Nyameh, J., H.U. Mahmood and J. Jane, 2014. Agricultural management strategy and food security in Taraba State. Journal of Biology, Agriculture and Healthcare, 4(8): 29-31.
- Ojo, O., 2009. Impact assessment of corporate culture on employee job. Journal of Business Intelligence, 2(2): 389-397.
- Perلمان, R. and J.J. Hughes, 2008. The economic of unemployment: A comparative anlysis of Britian and the United State. Cambridge: Cambridge University Press.
- Richardson, S., 2005. How to research: A guide for undergraduate and graduate students. Singapore: Thomson Asia Pvt Ltd.
- Richer, H., 2005. Getting serious about performance management. Journal for Compensation and Benefits, 37(6): 18-26.
- Sekaran, U., 2003. Research methods for business: A skill building. New York: John Wiley & Sons.
- Shumen, J., 2009. Is organizational culture similar with HRM. Nigeria: Northern Press.
- Zikmund, W.G., 2003. Business research methods. USA: Thomson Learning.