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EMPLOYEE ENGAGEMENT AND TURNOVER INTENTIONS OF THE NIGERIAN COMMERCIAL BANK WORKERS: THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE

BY

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Abstract

This study examines the relationship between employee engagement and employee intention to quit and how this relationship is mediated by organizational justice in banks in Nigeria. Cross-sectional research design was adopted and a survey method was used to generate data from a sample of 278 out of a population of 907 permanent staff of randomly selected eight (8) banks in Nigeria namely; Zenith bank, GT bank, UBA, Access Bank, First Bank, ECObank, Fidelity Bank and Unity Bank. The result shows that two dimensions of employee engagement (vigor and absorption) have a significant relationship with employee intention to quit while dedication has no significant relationship with employee intention to quit. It was also found out that organizational justice mediates on the relationship between employee engagement and employee intention to quit. We conclude that although engaged workforce may not guarantee a stable workforce, however, the understanding of the level of employee engagement in the bank in Nigeria may provide a

rational attempt by banks to gauge how far employees may be willing to go in ensuring that organizational goals are achieved as well as the impact employee engagement may have on work performance. The study, therefore, recommends that the management of banks should ensure adequate provision of job demands-resources, and remuneration, implement the policy of work-life balance, ensure the re-enforcement of dedication behavior and entrench the culture of fairness in exchange relationships in the bank.

Key Words: Employee, Demand Resources, Nigeria, Engagement, Bank, Provision

Introduction

Banks in Nigeria have come under severe competitive pressure occasioned by the quest to outperform rivals, attract, train, develop and retain a dedicated and motivated workforce that enhances their capacity to navigate the rapidly changing business landscape presented by advancements in internet and telecommunications technology. As noted by Eromafuru and Akobundu (2020), Organizations are under more and more pressure to move quickly to maintain their strategic identities in what may seem to be a highly chaotic environment, competitive and technologically fluid business environment. These changes in the business environment have created a transition from a traditional to a modern world of work in which organization have moved from being in a stable business environment to a continuously changing business environment , uniformity to a diversity of workforce, life-time employment to precarious employment, experience to continuous learning, working hard to working smart and physical demands to mental and emotional demands (Schaufeli, 2013).

According to Lewin (1947), employees are at the center of all

organizational changes; any change whether in terms of structure, group process, reward systems or job design requires employees to change. Consequently, employees, more than ever before, are required to bring something new-emotional involvement to the exchange relationship as organizations strive to achieve more with less workforce. Buttressing this psychological involvement of employees at workplace, Ulrich (1997) claimed that in order to create more output with less input from employees, organizations are forced to strive to engage not only the body but also the mind and soul of each person. This has resulted in employee contribution being a major business issue.

Also highlighting the importance of employee engagement Kortmann, Gelhard, Zimmermann and Pillar (2014) suggest that to make or maintain their companies' profitability, the management of organizations must work hard to engage employees. These assertions bring the issue of employee engagement and its effects on modern organizational functioning. Employee engagement is a healthy, contented mental state that is associated with work and is highlighted by vigor, dedication, and absorption. Engagement describes a more pervasive affective-cognitive state that is not concentrated on any one object, event, person, or behavior, as opposed to a fleeting and specialized state (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002). Employees are not only expected to be physically present at work, they are   also required to be cognitively, physically and emotionally involved with work. This employee positive psychological presence at work and its effects on employee attitudes and behaviors at the workplace has continued to attract the attention of scholars as seen by the growth in engagement studies in recent times.

Studies have revealed that engaged employees tend to interact positively with customers (Chalofsky, 2010; Flynn, 2012), contribute to organizational profitability (Ali, Masa'deh, Abu-Khalaf & Obeidat, 2018; Dijkhuizen, Veldhoven& Schalk, 2016), are `more productive (Saks, 2006), will remain with their

organizations (Harter, Schmidt & Hayes, 2002; Shuck, Reio & Rocco, 2011) and are likely not to exhibit counter-productive work behavior (Reijseger, Peeters, Taris, & Schaufeli, 2017).

Despite the desirability of employee engagement in organizations, several reports point to the fact that there are more employees who are disengaged or not engaged than there are engaged employees (Kular, Gatenby, Rees, Soane & Truss, 2008). For example a survey conducted by Gallup (2004) found the level of employee engagement in China to be 12 percent, Japan and Singapore 9 percent. A similar study in 2005 found a 12 percent level of engagement in Thailand.

Also a survey conducted by International Survey Research in 2004 found out that 59 percent of French employees are engaged while America and Brazil reported 75 percent. Kular et al (2008) reporting a Global Workforce Survey conducted in 2005 by Towers Perrin consultancy firm noted that only14 percent of world-wide employees who worked fulltime for large and medium sized organizations were highly engaged in their job. The survey also highlighted the variations of employee engagement across countries and call for more research to help gauge the level of engagement against the norm for each country.
Furthermore, a systematic literature review conducted by Motyka (2018) suggests that there is paucity of research on employee engagement in Nigeria. The author also noted that 89 per cent of works on employee engagement examined only the direct relationship between the study variables and very few have studied the effects of mediating/moderating variables on these relationships. Also, Egwuonwu (2015) opined that there is no known employee engagement research conducted within the Nigerian banking sector. Consequently, this research will aim to uncover the nature of relationship between Nigerian bank employees' engagement and intention to quit and the mediating role of organizational justice on this relationship. This research will contribute to knowledge by addressing the gaps identified

above and provide research outcomes that will be relevant in the Nigerian banking sector.

1.1 The Objective of the Study

The following objectives are designed to:

1. Examine whether there is a significant relationship between employee vigor and employee intentions to quit amongst Nigerian bank workers.
2. Ascertain the level of association between employee dedication and employee intention to quit amongst Nigerian bank workers.
3. Evaluate the nature of the relationship between employee absorption and employee intention to quit amongst Nigerian bank workers.
4. Determine whether organizational justice will mediate the relationship between employee engagement and employee intention to quit amongst Nigerian bank workers.

Hypotheses of the Study

Ho1   There is no significant relationship between Nigerian bank employees' vigor and employee intention to quit.

Ho2   There is no significant relationship between Nigerian bank employees' dedication and employee intention to quit.

Ho3   There is no significant relationship between Nigerian bank employees' absorption and employee intention to quit.

Ho4   Organizational justice does not mediate the relationship between Nigerian bank employees' engagement and employee intention to quit.

Review of Literature and Theoretical Framework

Employee Engagement

Scholars disagree on a universally acceptable definition of employee engagement probably because the concept is still evolving and the fact that different scholars see employee engagement from different perspectives. Jeung (2011) argues that

the concept is no more than old wine in new bottles. However several scholars (Kahn, 1990; Maslach, Schaufeli & Leiter 2001; May, Gilson & Harter 2004; Sak, 2006) have established the distinctness of employee engagement concept in work performance.

The term employee engagement in academics research was introduced by Kahn (1990) in his article (Kular et al., 2008; Simpson 2009) "Psychological Conditions of personal engagement and Disengagement at work" Employee engagement was coined by Kahn in 1990 and is defined as "the harnessing of organization members' selves to their roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." The physical efforts made by people to achieve their objectives are referred to as the physical side of employee engagement. The cognitive dimension talks about employee beliefs about the organization, its leaders and working conditions while the emotional aspect refers to the concern on how employees feel about each of the three aforementioned factors and whether they have positive or negative attitudes towards the organization and its members.

Bakker (2011) sees employee engagement as a positive, highly awakened emotional state with two features; energy and involvement. Soane et. al (2012) defined employee engagement as a work-role focus, activation and positive affect. Employee engagement, according to Saks (2006), is a distinct and special construct made up of cognitive, emotional, and behavioral elements that are connected to individual role performance. The above definitions are regarded in the literature as a multi-faceted approach to the conceptualization of employee engagement. Employee engagement has also been defined from the approach of dedicated willingness. For example, Employee engagement, according to Hewitt Consulting (2004), is the degree to which employees are willing to work hard for the company and stay with it. Engaged employees consistently exhibit three general

behaviors, including (a) speaking highly of the organization to coworkers, potential employees, and customers; (b) remaining with the company despite having opportunities to work elsewhere and (c) striving- to exert extra time, effort, and initiative to contribute to business success.

Towers Consulting (2003) defined employee engagement as the degree of willingness and ability of employees to help companies succeed including rational and sensuous engagement. Several authors have looked at employee engagement as the direct opposite of burnout (Demerouti, Mosetert, & Bakker, 2010; Gonzlez-Roma, Schaufeli, & Bakker, 2006; Maslach, Schaufeli, & Leiter, 2001), yet others (Harter et al., 2002; Schaufeli et al,. 2002; Zeng & Han, 2005) defined employee engagement from the perspective of a positive state of mind. This study will adopt the positive state of mind approach and Employee engagement is defined by Schaufeli et al. (2002) as a happy, contented mental state that is associated with one's work and is marked by vitality, dedication, and absorption.

Dimensions of Employee Engagement

Vigor

High levels of energy and mental fortitude when working, the willingness to put effort into one's work, and persistence even in the face of setbacks are characteristics of this. Rayton and Yalabik (2014) define vigor as having energy, mental fortitude, resolve, and putting forth persistent effort in one's work. Vigorous employees show active physical and mental strength, enthusiasm and high intensity of action. Several authors (Schaufeli et al., 2002, Shiron, 2004.) have operationalized vigor as a distinct dimension of employee engagement.

Dedication

Dedication is defined by Schaufeli et al. (2002) as being deeply interested in one's work and having feelings of significance, enthusiasm, inspiration, pride, and challenge. Dedicated workers are more invested in their work and find significance in it.

Absorption

According to Schaufeli and Bakker (2010), absorption is characterized by being completely absorbed and contented in one's job to the point where time goes fast and it is impossible to separate oneself from it. Generally, absorption depicts the employee harnessing of self and the above optimal attention he/she shows during task performance.

According to Ababneh (2015), absorbed employees tend to voluntarily occupy themselves with, and fully concentrate on task performance and goal accomplishment. They are characterized by having a clear mind, effortless concentration and focused attention. Several studies (Ababneh, 2015; Schaufeli et al., 2002; Shekari, 2015; Soane et al., 2012) suggest that absorption is a core dimension of employee engagement.

Employee Intention to Quit

Intention to quit or turnover intention is one of the most studied concept in organizational behavior (Prince, 2001) and also seen as one of the most significant challenges companies face (Wen-Rou & Chih-Hao, 2016).This may be attributed to its proxy to measuring actual turnover behavior and the negative effects this behavior has on organizational functioning. Boshoff, Van Wyk, According to Hole and Owen (2002), a person's intention to leave their employment is a measure of how strongly they feel this way.

According to Vandenberg and Nelson (1999), a person's intention to leave the company is determined by their own anticipated likelihood that they will do so in the near future. Mobley, Griffith, Hand and Meglino (1979) explained intention to quit in terms of a cognitive process which starts with the assessment of the job situation, in terms of satisfaction or dissatisfaction, that provokes a series of withdrawal behavior from thinking of quitting, intention to search for new job, intention to quit to actual turnover. The present study will adopt Tett and Meyer (1993) definition of

intention to quit as a conscious and deliberate willfulness to leave the organization. The above definitions suggest that intention to quit is a subjective and an individualistic decision and may lead to actual turnover in the future.

A number of scholars (Esienberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001; Meyer and Allen, 1999) suggest that people who intend to quit are psychologically detached, less motivated and unwilling to contribute effectively to the organization as they are not engaged. It will be interesting to find out, through the present study, whether Nigerian bank workers will confirm to the assertions made above as it may be possible for one to be engaged in his/her job and still wants to quit his/her present job or organization.

Organizational Justice

The term organizational justice is credited to Greenberg (1987) and refers to the individual perception of fairness in the workplace. Organizational justice, according to Beugre (1998), is the belief that a trade is fair when it occurs within an organization and involves the individual in relationships with peers, superiors, and subordinates as well as the organization as a social structure. The idea that fairness perceptions will favorably dispose employees towards their organization is the underlying presumption that guides research in organizational justice (Colak & Erdost, 2004).

Evidence from several empirical studies suggests a positive relationship between organizational justice and various employee attitudes and behaviors; organizational commitment (Ajala, 2015), organizational citizenship behavior (Colquitt, Conlon, Wesson, Porter & Ng, 2001; Eromafuru & Akobundu, 2020), work performance (Cohen-Caharash & Spector, 2015) and negative association with turnover intention (Thomas & Nagalingappa, 2013). Most studies on organizational justice have focused on its direct relationship with various work outcomes, however, the

present study will examine its role as a mediating variable in the relationship between employee engagement and employee intention to quit and will adopt Colquitt (2001) four dimension operationalization of organizational justice construct; namely distributive, procedural, interpersonal and informational justices.

Distributive Justice

This refers to the fairness of distribution of work outcomes and it is rationalized by comparing the perceived ratio of one's input-output with that of referent others or whether resources distribution matches suitable norms, standards or principles. According to Adams (1965), to determine whether distributive justice has occurred employees will cognitively calculate the ratio of their work input (education, effort, experience, skill, etc.) with work outcome (pay, benefits, promotion, recognition, etc.) and compare this ration to that of referent others either within or outside the organization to determine the evenness or otherwise of this ratio. The evenness of the ratio depicts distributive equity/justice while a higher or lower ratio relative to that of referent others depicts distributive inequity/injustice. An imbalance will elicit positive or negative behavior or attitude relevant to balancing the ratio.

Procedural Justice

The work of Thibaut and Walker (1975) on the justice of legal procedures concerning process control vs. decision control in the legal system gave rise to the procedural justice dimension. A review conducted by Lind and Tyler (1988) on the above work suggests that people are more concerned with the justice of procedures than the justice of final outcomes and that perceptions of the fairness procedures are important determinants of attitudes and behaviors. Tyler and Lind (1992) refer to procedural justice as the extent to which decision making procedures are judged to be fair by those who are subjected to them and that the impact of

procedural justice is independent of the perceived fairness of the outcome.

Interpersonal Justice
Interpersonal justice refers to the quality of interpersonal treatment an individual receives in the process of resource allocation or decision outcome (Bies & Moag, 1986). According to Lind and Tyler (1988) the importance of interpersonal justice lies in its potential in sustaining human dignity and enhancing self-esteem and being treated fairly in social interactions and communication provides individuals with the opportunity to experience their own dignity (Lane, 1988).

Informational Justice
According to Colquitt et al. (2001), informational justice refers the explanations to people that convey information about why procedures were applied in a certain way or why outcomes were distributed in a certain manner. Informational justice deals with the issue of truth, timeliness, specificity and justification of information provided to employees to explain a decision and the appraisal that information is inadequate or untrue leads to the perception of injustice.

Empirical Review
Rusyandi (2015) conducted research with a sample of 270 frontline staff of a government bank in Indonesia to ascertain the level of association between employee engagement and intention to quit with job insecurity as a moderating variable. The structural equation method was used to analyze the data collected and findings suggest a strong negative relationship between employee engagement and intention to quit and job insecurity does not moderate the relationship.

A similar research, without a moderating variable, by Mxenge, Dywill and Bazana (2013) studying 225 administrative staff of the University of Fort Hare in South Africa also reported a significant

negative relationship between job engagement and intention to quit.

Reeves and Gokula (2013) found a significant relationship between employee engagement and intention to quit among 154 employees of various-star hotel in Coimbatore, India. Despite the shortage of healthcare teachers in the United States of America, Park and Johnson (2019) study using a sample of 249 teachers in CTE health science revealed a negative correlation between work engagement and intention to quit.

A regression result from the study on employee engagement and turnover intention of 119 employees of Islamic banks in Brunei Darussalam by Salahudia, Ramli, Alwi, Abdullah and Abdul Rani (2019) suggested that 36% of turnover intentions amongst the workers is predicted by employee engagement.

 Biswakarma (2015) reported a negative relationship between employee job engagement and turnover intentions in Napalese private commercial banks. The sample used in the study was made up of 58 male and 44 female staff and the data collected were analyzed using Pearson correlation technique. Interestingly two dimensions of job engagement (dedication and absorption) showed a significant relationship with employees' intention to quit while vigor showed a significant negative relationship with employees' intention to quit.

Van der Westhuizen (2014) conducted a research with 391 employees of audit firms in South Africa. Data collected from the distributed questionnaire was analyzed using SPSS, Statistica 9, LISREL 8,8 and the result shows that the hypothesized negative impact of employee engagement on turnover intention was found to be statistically significant.

Lacap (2020) examined how transformational leadership, employee engagement and grit affect employee intention to quit. Convenience sampling technique was used to select 500 employees of private and public organizations in Pampanga, Philippines and data obtained was analyzed using partial least

square-structural equation modeling. The study found out amongst others that employee engagement has a significant and negative effect on the intention to quit.

Calecas (2019) studied job satisfaction, employee engagement, and turnover intention using secondary data of 598, 003 workers on federal employment in the United States in 2018. A multiple regression analysis of the data reported a statically significant relationship between employee engagement and turnover intention.

A study of 84 workers of Compassion International Projects in Nairobi by Ochieng (2015) The Pearson correlation approach was used to determine the impact of employee engagement on staff intention to resign, and the results showed a negative association between the two.

The evaluation of previous research highlighted some gaps that the current study aims to solve. Firstly, the majority of studies on employee engagement and quit intent have only looked at the direct correlation between the two factors. Only very few research had studied the effect of mediating/moderated variables on these relationships (Motyka, 2018). This is important in order to increase the knowledge of employee engagement. Secondly, there is a need to improve the paucity of employee engagement research in the Nigerian banking sector as noted by Egwuonwu (2015) who argued that there is no known employee engagement research conducted in the Nigerian banking sector. Thirdly it is important that the concept of employee engagement is tested in other cultures to ascertain its universal application.

This study, therefore, can be regarded as an extension of Rusyandi (2015), Salahudia et al., (2019) as well as Biswakarma (2015) studies by improving the sample diversity employed in these studies and investigation of the mediating role of organizational justice on the relationship between the predictor and outcome

variables.

Theoretical Framework

Job Demands- Resources Theory

The present study adopts the job demands-resources (JD-R) theory as a framework for explaining the construct of employee engagement. The theory was proposed by Demerouti, Bakker, Nachreiner and Schaufeli (2001) and it is rooted in the assumption that employee job characteristics can be categorized into job demands and job resources.

Job demands, as defined by Bakker and Demerouti (2007), are those elements of a job's physical, psychological, social, or organizational requirements that call for ongoing physical and/or psychological (cognitive and emotional) effort or skill and are consequently linked to a monetary or psychological cost. Examples of job demands are high work pressure, interpersonal conflict, job insecurity, performance feedback, role ambiguity, etc. Job demands are not generally negative but can be stressors when additional effort exerted by employees to cope with higher job demands do not yield desirable result and adequate recovery was not achieved by the employees.

Job resources refer to those physical, psychological or organizational aspect of the job that are either/or; (a) functional in achieving work goals, (b) reduce job demands and the associated physical and psychological costs, (c) stimulate personal growth and development (Demerouti et al., 2001). The theory assumes that high job demands require additional effort to sustain performance and that additional effort comes with a physical cost (fatigue) and psychological cost (irritability). Employees can recover from mobilizing this extra energy by taking a break or undertaking less demanding jobs to avoid physical and mental exhaustion which if sustained will lead to job strain. Lack of resources according to Schaufeli and Taris (2014) precludes that job demands are met and that work goals are reached which leads to withdrawal behavior (reduced motivation or disengagement).

This assertion is consistent with the findings of Bakker, Demerouti and Verbeke, 2004; Hansen, Sverke and Naswall, 2009; Xanthopoulou, Bakker, Demerouti and Schaufeli, 2007. Withdrawal behavior acts as a self-preserving technic to prevent further energy depletion. Conversely, adequate job resources relative to job demands have motivational potential and lead to high work engagement, low cynicism and excellent performance (Bakker & Demerouti, 2007).

Research Method
The present study employed a cross-sectional research design and a survey method using a questionnaire to elicit information from sampled respondents. The survey method is employed because of its appropriateness to the topic as the questions in the questionnaire are aligned with the research questions to ensure that responses generated from respondents adequately address the research problem as logically as possible. The questionnaire is divided into two sections; section A contains questions about the demographics of the respondents while section B captured the scale for measuring employee engagement, organizational justice and intention to quit. The population of the study comprises 907 permanent staff of eight randomly selected banks in Nigeria out of which a sample size of 278 was derived using Taro Yamane formula. The banks randomly selected for the study are Zenith Bank, GT bank, United Bank for Africa, Access bank, First bank, Ecobank, Fidelity bank and Unity bank. Analysis was however done using descriptive and inferential statistics, while the hypotheses were tested using the structural equation modeling (SEM) approach.

Measurement of Variables
The Utrecht Work Engagement Scale shortened vision of 9 questions (UWES-9) developed by Schaufeli, Bakker and Salanova (2006) is used to measure employee engagement. The three dimensions of employee engagement (vigor, dedication and absorption) have three questions each on a 7-point Likert scale

ranging from "Never"(= 0) to "Always"(= 6). Organizational justice is measured as a four-dimensional construct on 5- point Likert scale ranging from "A very small extent" (= 1) to " A very large extent"(= 5) using Colquitt et al. (2001) questionnaire while intention to quit was measured using Mobley, Horner and Hollingsworth (1978) 3 item scale on a 5- point Likert scale ranging from "Neutral"(= 1) to "Strongly agree"(= 5). The three measurement scales for employee engagement, organizational justice and intention to quit reported a Cronbach Alfa figure of above 0.85.

Results
Reliability Test
To test for the internal consistency of the questionnaire items and to guarantee that each item was clearly understood by the respondents, a pilot study was conducted with 50 respondents and a reliability test was thereafter performed using the Cronbach's alpha test. The result of the test is presented in Table 1.

Table 1: Results of the Reliability Test

Variable	Ave Interim Cov.	Items in Scale	Alpha Value	Remarks
Vigor	0.58	3	0.94	Reliable
Dedication	0.64	3	0.91	Reliable
Absorption	0.62	3	0.90	Reliable
Procedural Justice	0.57	7	0.94	Reliable
Distributive Justice	0.24	4	0.86	Reliable
Interpersonal Justice	0.67	4	0.92	Reliable
Informational Justice	0.29	5	0.87	Reliable
Turnover Intention	0.33	3	0.87	Reliable
Overall	0.30	32	0.96	Reliable

Source: Fieldwork, 2023

From Table 1, we observed that the Alpha values gotten from the reliability test ranged from approximately 0.86 to 0.94. This result is a confirmation that items in the study's research instrument are reliable since the values obtained were above the minimum threshold of 0.50.

4.2   Diagnostic Tests
4.2.1   Equation Level Goodness of Fit
Table 2: Summary Result for Equation Level GOF

Variables	Variance			R-squared	Mc	mc2
	fitted	predicted	residual			
Employee Engagement	0.0818	0.0818	6.56	0.9999	0.9999	0.9999
Organizational Justice	0.6080	0.0005	0.06	0.0083	0.0912	0.0083
Turnover Intention	0.0219	0.0113	0.01	0.5144	0.7172	0.5144
Overall				0.9999		

Source: Fieldwork, 2023

Table 2 presents the result of the equation level goodness of fit test. This test was conducted to establish whether the model specified in this study fit by meeting the extant criteria for estimation with the structural equation modeling approach. As observed, from the result in Table 2, the overall R^2 obtained was 0.9999 suggesting that the model is almost 100% fit for SEM estimation. Table 3 further presents the result of the Likelihood ratio for the overall GOF for the models

Table 3. Summary Result for Overall GOF

Fit Statistics	Value	Description
Likelihood ratio		
chi2_ms(4)	14.375	model vs saturated
p > chi2	0.006	
chi2_ss(12)	2840.676	baseline vs saturated
p > chi2	0.000	

Source: Fieldwork, 2023

As indicated in Table 3 above, the likelihood ratio from the overall GOF result produced a chi2 value of 14.375 (p-value = 0.006) for the model while the chi2 obtained for the baseline was 2,840.676 (p-value = 0.000). This result confirms that the models specified in this study meet the minimum requirements for testing hypotheses with the SEM approach. Impliedly, our specified models are appropriate and can be used in estimating the linear relationship between the variables of interest in this study.

Test of Hypotheses and Discussion
Test of Hypotheses I
H_{O1}:   There is no significant relationship between Nigerian bank's employee vigor and employee intention to quit

Table 4: Model Summary for Test of Hypothesis 1

INQ	Coeff.	Std. Err.	t	P>|t|	Decision
VG	-0.0485	0.0213	-2.28	0.023	
_CONS	5.1473	0.1057	48.71	0.000	
Obs.	278				Reject
F(1, 276)	5.19				
Prob > F	0.0235				
R-Squared (R^2)	0.0185				
Adj. R^2	0.0149				

Source: Fieldwork, 2023

Hypothesis 1 of this study was tested by examining the relationship between employee vigor of the workforce of Nigerian commercial banks and the intention to quit their respective jobs. Table 4 presents the results for the test of the Hypothesis 1 of this study. As shown from the presented results, the t-value obtained for VG (employee vigor) is -2.28 with 0.023 as the corresponding p-value. Additionally, the value of the F_{cal} for the overall model is 5.19 with a corresponding p-value of 0.0235. The implication of this result is that a significant relationship exists between employee vigor and their respective intention to quit their jobs. This result therefore led to the rejection of the null hypothesis 1 of this study. The above result is in consonance with the findings of prior research (see Hegazy, 2019; Park & Johnson, 2019).

Test of Hypotheses II

H$_{O2}$:   There is no significant relationship between Nigerian banks employee dedication and employee intention to quit

Table 5: Model Summary for Test of Hypothesis 2

INQ	Coeff.	Std.Err.	T	P>| t		Decision
DD	-0.0002	0.0219	-0.01	0.994	
_CONS	4.9083	0.1149	42.71	0.000	
Obs.	278				Do not reject
F(1, 276)	0.00				
Prob > F	0.9938				
R-Squared (R^2)	0.0000				
Adj. R^2	0.0036				

Source: Fieldwork, 2023

Hypothesis 2 of this study was tested by examining the relationship between employee dedication and employee intention to quit their respective jobs. Table 5 however presents the results for the test of the Hypothesis 2 of this study. As shown from the presented results, the t-value obtained for DD (employee dedication) is -0.01 with 0.994 as the corresponding p-value. Additionally, the value of the F$_{cal}$ for the overall model is 0.00 with a corresponding p-value of 0.9938. The implication of this result is that there is no significant relationship between employee dedication and their respective intention to quit their jobs. With this result, the null hypothesis 2 of this study could not be rejected. The above result is in consonance with prior findings (Halbesleben & Wheeler, 2008;Mxeng, Dywill & Bazana, 2013).

Test of Hypotheses III

H$_{O3}$:   There is no significant relationship between Nigerian bank's employee absorption and employee intention to quit

Table 6: Model Summary for Test of Hypothesis 3

INQ	Coeff.	Std.Err.	T	P>| t		Decision
ABS	-0.0889	0.0165	-5.39	0.000	
_CONS	5.3472	0.0820	65.14	0.000	
Obs.	278				Reject
F(1, 276)	29.00				
Prob > F	0.0000				
R-Squared (R^2)	0.0951				
Adj. R^2	0.0918				

Source: Fieldwork, 2023

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Hypothesis 3 of this study was tested by examining the relationship between employee absorption and employee intention to quit their respective jobs. Table 6 presents the results for the test of Hypothesis 3 of this study. As indicated, the t-value obtained for ABS (employee absorption) is -5.59 with 0.000 as the corresponding p-value. Additionally, the value of the F_{cal} for the overall model is 29.00 with a corresponding p-value of 0.0000. The implication of this result is that a significant relationship exists between employee absorption and employee intention to quit their jobs. This result therefore led to the rejection of the null hypothesis 3 of this study. The above result is in consonance with the findings of prior research (see Hegazy, 2019; Park & Johnson 2015).

Test of Hypotheses 4

H_{O4}:   Organizational justice does not mediate the relationship between Nigerian banks' employee engagement and employee intention to quit

Table 4.7: Model Summary for Test of Hypothesis IV

INQ	Coeff.	OIM Std.Err.	z	P>|z|	Decision
OJ	0.3942	0.0257	15.36	0.000	
VG	-0.0009	0.0155	-0.06	0.955	
DD	-0.0169	0.0156	-1.08	0.280	
ABS	-0.0679	0.0122	-5.58	0.000	Reject
_CONS	3.5059	0.1681	20.86	0.000	
Obs.	278				
Chi2(4)	14.38				
Prob > chi2	0.0062				
Log-likelihood	1000.4339				

Source: Fieldwork, 2023

In this study, Hypothesis 4 was tested by examining whether organizational justice could mediate the relationship between employee engagement and employee intention to quit their respective jobs. Table 7 presents the results of the structural equation model which was used to test the Hypothesis 4 of this study. As indicated, one would observe that with z_{cal} of 15.36 and -5.58, organizational justice and absorption can respectively and individually exert a significant effect on employee intention to quit. This may not be the case for employee dedication which had z_{cal} of -1.08 with a corresponding value of 0.280 as its p-value. With the overall result of the LR test, the value of the chi2(4) stood at 14.38 with a probability value of 0.0062. The implication of this result is that organizational justice significantly mediates on the relationship between measures of employee engagement and employee intention to quit their respective jobs. This result therefore led to the rejection of the null hypothesis 4 of this study. The above result provides a new insight into this relationship as there is no known study prior to this.

Conclusion and Recommendations

Arguably, the rapidly changing business landscape in Nigeria has ignited competitive pressure on banks as the quest to outperform competitors has become the order of the day. Banks are continuously been pressured to deliver a yearly superior performance which often makes them to delve into new and relatively unknown business arrears in other to meet performance targets and ultimately enhance shareholders' value with minimal resources. This quest to get more done with fewer resources, labor inclusive, has brought changes and increased work demand on employees of banks in Nigeria. Employees are now required to be physically, psychologically and cognitively present or engaged at work to enhance their contribution to achieving organizational goals. Consequently, an engaged workforce may have become a key competitive variable in the market place as can be seen in the upsurge of research on employee engagement in recent times. Despite the desirability of employee engagement in organizations, several reports point to the fact that the level of job turnover within the Nigerian banking sector seems to have increased over the years.

This study therefore investigated the nature of the relationship between employee engagement and intention to quit, and the mediating role of organizational justice in this relationship. The result from the data analyzed reported the following association amongst the variables which also represent the contributions of this study to knowledge. There is a significant relationship between employee vigor and employee intention to quit, there is no significant relationship between employee dedication and employee intention to quit, and there is a significant relationship between employee absorption and employee intention to quit. The study therefore concludes that although an engaged workforce may not guarantee a stable workforce, however the understanding of the level of employee engagement in Nigerian banks may provide a rational attempt by banks to gauge how far employees

may be willing to go in ensuring that organizational goals are achieved as well as how dimensions of employee engagement affect work performance.

In light of the above, we, therefore, recommend as follows:
1. Management of Nigerian banks should put measures in place to ensure that vigorous employees are provided with adequate remuneration and job demand resources to enable them produce outcomes which are commensurate with the level of energy, mental resilience as well as the intensity of action they put in at work. This will largely reduce the level of job turnover among bankers.

2. Banks should implement work-life balance as a deliberate human resource policy to ensure that the level of absorption employees put in at work do not lead to exhaustion or burnout which often result in employees quitting their job. The implementation of a work-life policy will help reduce the impact of the negative psychological effect associated with high absorption which will help to boost the reduction in the level of employee turnover in banks in Nigeria.
3. Efforts should be made by the management of banks in Nigeria to ensure dedication behaviors are re-enforced at the workplace since empirical evidence has shown that dedicated employees are more likely to stay with the organization.
4. Management of banks in Nigeria should ensure that workplace justice are entrenched in the culture of the organization as the perception of lack of fairness in the exchange relationship may negatively impact the level of employee engagement in the bank.

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ITEMS FOR EMPLOYEE ENGAGEMENT (EE)

Indicate the extent to which the following statements describe your own feeling using the following scale; Never=0Almost never=1, Rarely=2, Sometimes=3, Often=4, Very often=5, Always=6

	VIGOR	**0**	**1**	**2**	**3**	**4**	**5**	**6**
1	At my work, I feel bursting with energy							
2	At my job, I feel strong and vigorous							
3	When I get up in the morning, I feel like going to work							
	DEDICATION	**0**	**1**	**2**	**3**	**4**	**5**	**6**
4	I am enthusiastic about my job							
5	My job inspires me							
6	I am proud of the work I do							
	ABSORPTION	**0**	**1**	**2**	**3**	**4**	**5**	**6**
7	I feel happy when I am working intensely							
8	I am immersed in my job							
9	I get carried away when I am working							

ITEMS FOR ORGANIZATIONAL JUSTICE (OJ)

Using a scale of 1 - 5, where, 1= to a very small extent, 2= to a small extent, 3 = to a moderate extent, 4= to a large extent, 5= to a very large extent; please indicate the extent to which you agree with the following items.

S/N	**PROCEDURAL JUSTICE**	**1**	**2**	**3**	**4**	**5**
10	I have been able to express my views and feelings during those procedures.					
11	I have had influence over the pay and other work outcomes arrived at by those procedures.					
12	Those procedures have been applied consistently.					
13	Those procedures have been free from bias.					
14	Those procedures have been based on accurate information					
15	I have been able to appeal the pay and other work outcomes arrived at by those procedures.					
16	Those procedures have upheld ethical and moral standards.					
S/N	*DISTRIBUTIVE JUSTICE*	**1**	**2**	**3**	**4**	**5**
17	My pay and other work outcomes reflect the effort I have put into my work					
18	My pay and other work outcomes are appropriate for the work I have completed.					
19	My pay and other work outcomes reflect what I have contributed to the organization.					
20	My pay and other work outcomes are justified, given my performance.					
	The following refers to your supervisor. Indicate the extent to which you agree with the following statements					
	INTERPERSONAL JUSTICE	**1**	**2**	**3**	**4**	**5**
21	He/She treats me in a polite manner					
22	He/She treats me with dignity.					
23	He/She treats me with respect					
24	He/She refrains from improper remarks or comments.					
	The following items refer to an authority figure(supervisor)who enacted the procedure. Indicate the extent to with you agree with the following statements.					
	INFORMATIONAL JUSTICE	**1**	**2**	**3**	**4**	**5**
25	He/She has been candid in his/her communication with me					
26	He/She explained the procedures thoroughly to me					
27	His/Her explanations regarding the procedure is reasonable					

ITEMS FOR EMPLOYEE TURNOVER INTENTION

Indicate the extent to which the following statements describe your feeling about your job/organization using the following scale; neutral=1 strongly disagree=2, disagree=3, agree=4, strongly agree=5

	TURNOVER INTENTION	**1**	**2**	**3**	**4**	**5**
30	I think a lot about quitting my present job					
31	I will probably look for a new job next year					
32	As soon as possible I will leave the organization					