

NEXUS BETWEEN MANAGEMENT SUPPORT AND EMPLOYEE PERFORMANCE IN SELECTED DEPOSIT MONEY BANKS IN LAGOS METROPOLIS, NIGERIA

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ABSTRACT

In light of the prevailing economic conditions in Nigeria, which have placed enormous pressure on employees in the workplace, this study examines the nexus between management support and employee performance. Four elements of management support were identified: training support, emotional support, strategic support, and financial support. The study employed a questionnaire administered to 155 respondents. The results revealed that training and strategic support have a significant, strong, and positive relationship with employee job performance, while emotional and financial support show a significant, moderate, and positive relationship with job performance. The findings indicate that management of deposit money banks tends to prioritize training and strategic support over other forms of management support. The study concludes that emotional and financial support should not be overlooked, as employees require more support in these areas during challenging economic times. It is recommended that organizations leverage emotional support, which is cost-effective, especially in the face of harsh economic realities.

Keywords: *management support, strategic support, training support, emotional support, financial support, employee job performance, banking industry*

INTRODUCTION

The workforce of any organization is composed of individuals who collaborate as a team to achieve organizational objectives. Working together involves various relationships and mutual expectations between employees and employers. Employees are expected to be available for work, carry out their responsibilities with integrity, and demonstrate a high level of commitment to the organizational goals. On the other hand, it is also expected that certain provisions should be made by the employer or their representatives—i.e., the management team—to facilitate the achievement of these objectives. These provisions can take various forms, either intrinsic (intangible) or extrinsic (tangible). However, employees tend to prefer intangible support due to the ego boost it provides (Ogundiro, 2018), and this is often referred to as **management support** in the workplace.

Management support can apply to employees, project priorities, or initiatives in response to business challenges. It can manifest in several ways, including support for resource allocation, strategic alignment, communication, and problem-solving (Mohammed, 2016). Regardless of its focus, management support typically involves one or more of the following forms (though not limited to these):

- **Mentorship:** Pairing experienced managers or experts with less experienced employees for guidance and development.
- **Strategic Support:** Aligning projects and initiatives with the organization's overall goals and objectives.
- **Operational Support:** Ensuring day-to-day operations run smoothly through proper oversight and guidance.
- **Emotional Support:** Providing encouragement, empathy, and motivation to employees.
- **Technical Support:** Offering resources, training, and assistance for skill development and technical problem-solving.
- **Resource Support:** Allocating essential resources such as funding, equipment, or personnel for projects or initiatives.

According to Mohammed (2016), any of these forms of management support can significantly contribute to an organization's success. Laosebikan et al. (2013) emphasized the uniqueness of human resources—"man"—in comparison to other organizational resources such as materials, money, machinery, markets, and methods. Human resources are irreplaceable, cannot be imitated, and no two individuals have identical skills, knowledge, or performance. Therefore, investing in human resources yields the highest return, as all forms of management support are fundamentally centered on the interaction of people with other resources. Whether in terms of strategic, operational, emotional, or technical support, people are the core of management support, making them crucial to organizational success.

The implication is that any organization that fails to provide adequate management support for its workforce risks being unable to achieve its primary objectives and may eventually cease to exist.

To remain sustainable and operate as a going concern, an organization must embrace and invest in management support—ideally in a form that covers multiple areas of support (a “masterstroke”)

while staying within budget constraints. When organizations actively implement management support, they are better positioned to overcome common workplace challenges such as unproductive habits, poor work-life balance, occupational hazards, resistance to change, high employee turnover, and toxic work environments (Lanre-Babalola et al., 2024).

However, the current economic climate in Nigeria has led many organizations to disregard the value of management support, leaving employees to cope with multiple challenges both at work and at home. Consequently, organizations are introducing human resource policies that do not prioritize employee well-being, while employees, in turn, are exhibiting deviant workplace behaviors such as misconduct, ultimately affecting organizational productivity. The degree of management support received by Nigerian employees is declining, leading to dissatisfaction and resistance to otherwise laudable initiatives (Tran, Mansoor, & Ali, 2021; Ogonnaya & Babalola, 2021).

The banking sector was selected as the focus of this study due to the nature of its activities and the demands placed on employees. As a key player in the Nigerian economy, the performance of the banking sector is closely tied to the well-being of its workforce. Therefore, this study seeks to identify the forms of management support currently practiced in the banking sector and to examine their relationship with employee job performance. While previous studies have explored various dimensions of management support and job performance using different variables, few have considered the prevailing economic pressures faced by both employees and management in their analysis. Most prior studies have focused on management support in relation to employee commitment. This gap in the literature justifies the present study.

Objectives of the Study

Building on the introduction and the overall aim of the research, the specific objectives of the study are to:

1. Identify the forms of management support currently operational in the Nigerian banking sector.
2. Examine the relationship between management support and employee job performance.

REVIEW OF LITERATURE

Employee Job Performance

Forson et al. (2021) described employee job performance as a construct that involves behavior related to achievement, with evaluative components. The behavioral aspect pertains to how well an individual fulfills their duties and responsibilities within an organization, while the evaluative component encompasses the quality, quantity, and efficiency of their work, as well as their overall contribution to organizational success. Oginni and Ogunyomi (2012) posited that employee performance is a function of input and output—where input represents skills, knowledge, abilities, adaptability, flexibility, exposure, and experience, and output is the outcome resulting from the interaction of these inputs. Zhang and Liu (2022) supported this view and further classified the determinants of employee performance into two broad categories: individual and organizational factors. Individual factors include personality, ability, knowledge, skills, creativity, innovation, career path, and motivation, while organizational factors comprise the work environment, leadership style, training and development, compensation and rewards, organizational culture, technology, and employee engagement.

Sopiah (2022) expanded on this classification, identifying four categories of performance determinants: individual, organizational, external, and psychological factors. He concluded that

employee job performance is a complex outcome influenced by a multitude of interrelated variables. Zhang and Liu (2022), in their study on extrinsic requirements and intrinsic motivation, linked the work environment directly to performance. They argued that performance may be impeded when environmental conditions—such as technology, training, experience, and work-life balance—present barriers that are too great to overcome. Similarly, Anyieni and Atambo (2020) identified factors like job fit, team dynamics, organizational culture, clear goal setting, career development opportunities, compensation and benefits, job autonomy, and feedback mechanisms as critical in influencing employee performance and overall organizational success.

The challenges confronting employee performance are numerous and can be grouped into two main categories: organizational culture and systems. Mohammed (2016) identified seven specific factors: lack of resources or support, unclear organizational vision, absence of measurable performance goals, inadequate job or skills training, limited opportunities for development, poor inter-team collaboration, and conflict among team members. Jabbarzare and Shafighi (2019) reinforced these challenges and added poor leadership and inadequate training as central impediments to performance due to their impact on organizational climate. Nwankwo, Orga, and Ugwu (2019) further argued that performance is hindered when employees are excluded from decision-making processes. They proposed solutions such as setting clear goals and expectations, fostering a positive work environment, providing regular feedback, promoting diversity and inclusivity, ensuring fairness and justice, investing in training, empowering employees, recognizing and rewarding achievements, and monitoring performance through relevant metrics.

Management Support

Adamu, Hauwa, and Rafiatu (2024) described management support as the degree of assistance and backing provided by an organization's leadership for various initiatives, including projects, technologies, and organizational changes. It is widely regarded as a critical factor in enhancing employee performance and has become central in discussions around workplace productivity (Tran et al., 2021). Management support may involve actions ranging from resource allocation to strategic guidance. Ultimately, it is the commitment and involvement of management that validates and enables employee participation in team initiatives and projects.

Ogbonnaya and Babalola (2021) identified four key areas of management support: training and development, emotional support, strategic support, and financial support—aligning with the framework of Mohammed (2016). From the employee perspective, Adamu et al. (2024) stated that management support is reflected in the belief that managers value and encourage creative and innovative contributions. Similarly, Eisenberger, Malone, and Presson (2016) conceptualized management support as a psychological mirror, through which employees perceive how much their contributions are valued and how much concern managers show for their welfare.

Nasser (2018) emphasized that a cordial supervisor-subordinate relationship fosters trust and a psychologically secure environment that boosts job performance through skill enhancement, emotional backing, and empathy. Iqbal et al. (2020) supported this claim, concluding that perceived organizational support increases employee safety, engagement, and commitment to performance. Ogbonnaya and Babalola (2021) found that perceived supervisor support was positively associated with employee performance, particularly in areas such as training, emotional support, and financial aid. Management support, therefore, encompasses initiatives aimed at improving employee capabilities while fostering an environment conducive to optimal performance.

Ogunlusi et al. (2025) noted that management support significantly influences both employee development and organizational growth. However, Oginni and Omoyele (2018) cautioned that some organizations might avoid implementing such support systems due to the

associated financial costs—especially under Nigeria’s challenging economic conditions. Nonetheless, they argued that emotional support remains a cost-effective alternative.

Overall Hypothesis:

While four specific hypotheses would be indicated later, for now, the overall hypothesis is that management support does not have a significant relationship with employee performance under prevailing economic conditions.

Relationship Between Management Support and Employee Performance

In their study using Bank Jatim as a case, Soeroso and Slamet (2020) investigated the influence of management support, training culture, job challenges, and career opportunities on employee performance through adaptability and skill flexibility. They found relationships between management support and performance components but concluded that management support had no significant direct effect on performance. Rather, when support is given to employees who are unable to translate it into results, it becomes a wasted investment.

In contrast, Amudavi, Geoffrey, and Yobes (2023) found that top-level management support played a significant moderating role in the relationship between Human Resource Management Information Systems (HRMIS) and employee performance. Key factors included strategic alignment, change management, leadership, and organizational culture.

Akinseye and Mugri (2022) examined employee training as a management support strategy in the Nigerian banking sector. They concluded that management support for training significantly enhanced performance, though such support had limited impact on employee value systems. Abdussalaam et al. (2019) also found a strong and positive relationship between HR practices and performance, highlighting training and development as the primary drivers of improved employee output.

Theoretical Review

Reciprocity Theory

Rooted in the early legal codes of Hammurabi and conceptualized by George Homans (1958) in the context of workplace behavior, reciprocity theory explains social exchange based on mutual benefit. Individuals tend to return positive actions with positive responses and negative actions with retaliation. It forms the basis for cooperation, trust, and fairness in organizational relationships. Brandts and Solà (2001) emphasized intentionality in reciprocity—actions perceived as genuinely kind foster greater positive responses than those done with ulterior motives.

Human Capital Theory

First introduced by Adam Smith and later refined by Becker (1965) and Schultz (1961), human capital theory views employees as repositories of skills, talents, and knowledge that can be enhanced through investment in education and training. Heckman (2015) argued that such investments translate into economic value for the organization, particularly when employees are retained long-term. Aguiar, Hurst, and Karabarbounis (2012) emphasized that training expenditures signal employee value and deepen organizational commitment.

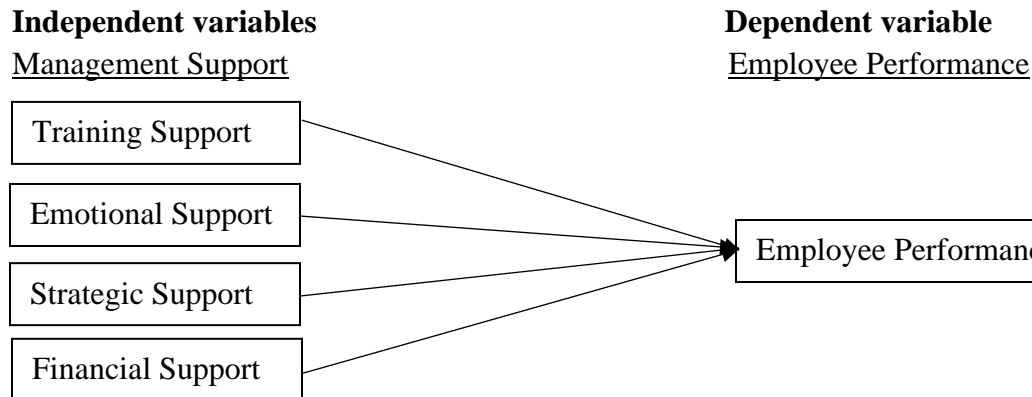
Theoretical Framework

This study is anchored in both reciprocity and human capital theories, which complement each other. Investment in employee development—through adequate management support—promotes a sense of obligation, trust, and cooperation among employees. When management prioritizes employee interests, workers interpret this as a gesture of genuine goodwill and respond with

increased commitment and improved performance. Together, these theories provide a robust framework for understanding the critical link between management support and employee performance.

Conceptual Framework

Figure 1: Conceptual Framework



The conceptual framework of this study examined the relationship between managerial support and employee performance. In this framework, management support is the exogenous (independent) variable, while employee performance is the endogenous (dependent) variable. Managerial support was measured using four dimensions: training support, emotional support, strategic support, and financial support. Employee performance was represented as a single variable.

Accordingly, the study tested four hypotheses in addition to its main objective:

- **H1:** Training support does not have a significant relationship with employee performance.
- **H2:** Emotional support does not have a significant relationship with employee performance.
- **H3:** Strategic support does not have a significant relationship with employee performance.
- **H4:** Financial support does not have a significant relationship with employee performance.

METHODOLOGY

The study adopted a descriptive survey research design and employed both primary and secondary sources for data collection. This approach enabled the researchers to describe the characteristics of the population and apply both qualitative and quantitative methods in the analysis. It also ensured effective communication of the results and allowed for comparisons with previous studies.

The unit of analysis was the banking industry in Nigeria, with a focus on Lagos Metropolis, the largest commercial city in the country. A sample size of 155 respondents was drawn from a population of 254 using Yamane's sample size formula.

The research instrument was a questionnaire designed using a five-point Likert scale, ranging from "strongly agree" (5) to "strongly disagree" (1). The questionnaire was divided into three sections, labeled A to C. Section A gathered demographic information about the participants, Section B focused on variables related to management support, and Section C addressed employee performance.

Data collection was conducted over a 28-week period, from December 2024 to March 2025. After data collection, the responses were sorted and analyzed. Descriptive statistics—such as mean, percentage, and standard deviation—were used alongside inferential statistics, including correlation and linear regression. The analysis was conducted without violations of key statistical assumptions, including heteroscedasticity, multicollinearity, and normal distribution of errors.

RESULTS

Table 1: Respondents' Demographic Characteristics (N= 155)

Demographic Variables	Frequency	Percentage
Gender		
Male	93	60%
Female	62	40%
Total	155	100%
Marital Status		
Single	25	16%
Married	102	66%
Divorced	5	3%
Widow	23	15%
Total	155	100%
Educational Qualifications		
ND/NCE	19	12%
B.Sc/BA/B.ED/HND	91	59%
M.Sc./MBA	15	10%
Professional Membership	30	19%
Total	155	100%
Age Bracket		
Less than 25 years	20	13%
25yrs – 35yrs	15	10%
36yrs – 45yrs	78	50%
46yrs – 55yrs	30	19%
56yrs & above	12	8%
Total	155	100%
Length of Service		
Less than 5 years	20	13%
5yrs - 10yrs	25	16%
11yrs - 15yrs	68	44%
16yrs and above	42	27%
Total	155	100%

Source: field survey, 2025

Table 1 presents the demographic characteristics of the respondents. The data show that the banking industry is male-dominated, with 93 male respondents representing 60% of the sample, while female respondents accounted for 40%. A majority of the respondents were married, with 102 individuals (66%) indicating their marital status as such. The workforce was also found to be largely educated, with most respondents holding a first degree, followed by those with a professional qualification and a second degree—representing 59%, 19%, and 10% respectively.

In terms of length of service, a significant portion of the workforce had between 11 and 16 years or more of experience, accounting for 71% of respondents. This suggests a stable workforce.

Additionally, the age distribution reflects a relatively young workforce, especially when compared to the statutory retirement age of 60 years.

In conclusion, the demographic characteristics of the respondents are appropriate and provide a solid basis for the study.

Objective 1: to identify management support operational in the banking industry

Table 2: Descriptive Analysis of management support practices in banking industry

S/ N	Management support variables	Measurement Scales / Percentage					Mean Scores	Standard deviation	Rank Score	R
		SD(1)	D(2)	N(3)	A(4)	SA(5)				
1	Training Support	-	19(12)	28(18)	65(42)	43(28)	3.852	1.135	1	A
2	Emotional Support	33(21)	86(55)	9(6)	15(10)	12(8)	2.013	1.002	4	D
3	Strategic Support	9(6)	20(13)	20(13)	59(38)	47(30)	3.742	1.032	2	A
4	Financial Support	42(27)	67(43)	11(7)	35(23)	-	2.252	1.241	3	D

Remark, where Agreement (A) is ≥ 3.0 and Disagreement (D), is ≤ 3.0

Source: Field Study, 2025

Objective 1, which aimed to identify the forms of management support prevalent in the banking industry, was addressed using descriptive statistics, including mean, standard deviation, and percentage, with deductions made through ranking. The benchmark criterion for agreement was set at a weighted mean of ≥ 3.0 , while disagreement was indicated by a weighted mean of ≤ 3.0 .

As shown in Table 2, *training support* recorded the highest mean score of 3.852 with a standard deviation of 1.135. This was followed by *strategic support*, with a mean score of 3.742 and a standard deviation of 1.032. *Financial support* ranked third, with a mean score of 2.252 and a standard deviation of 1.241. *Emotional support* was ranked lowest, with a mean score of 2.013 and a standard deviation of 1.002.

Objective 1 was therefore achieved by identifying four key management support practices in the Nigerian banking industry: training support, emotional support, strategic support, and financial support. Among these, training support emerged as a widely recognised and frequently implemented practice. This explains its proximity in ranking to strategic support, which focuses on aligning projects and initiatives with the organisation's broader goals—a process that can be consistently supported through training initiatives aimed at skill development and problem-solving.

The implication is that management places more emphasis on training and strategic support over other forms of support. This is supported by the benchmark criterion, as both training and strategic support had mean scores greater than 3. Specifically, 70% of respondents agreed that their organisations provided training support, while 68% agreed on the presence of strategic support.

In contrast, although emotional and financial support were recognised as elements of management support, they were found to receive less attention from management. This is reflected in their low mean scores of 2.013 and 2.252, respectively. According to the benchmark for disagreement (mean ≤ 3.0), 76% of respondents disagreed that they received sufficient emotional support from management, and 80% disagreed with the current state of financial support provided.

In conclusion, it is evident that management support practices in the Nigerian banking industry are largely organisationally focused, placing a high premium on performance and alignment with the institution's overall goals.

Objective 2: to examine the relationship between management support and employee job performance

Table 2: Summary of regression result showing the relationship between management support and employee job performance

Model	R	R-Square	Adjusted R Square	Std. error of Estimate
1	0.758a	0.575	0.572	0.398

a. Predictors: (Constant), management support

The results in Table 2 clearly indicate the direction of the relationship between management support and employee job performance, with $R = 0.758$, $R^2 = 0.575$, and adjusted R^2 (\bar{R}^2) = 0.572. This suggests a strong and direct positive relationship between management support and employee job performance, as shown by the correlation coefficient (R) of 0.758. The R^2 value of 0.575 indicates that 58% of the variance in employee job performance can be explained by management support. This implies that management support has a significant influence on employee job performance, accounting for approximately 58% of the variability. The adjusted R^2 value of 0.572 reflects the goodness of fit of the regression model, considering both the number of predictors and the sample size.

Hypotheses of the Study

Table 2 shows a strong and direct positive relationship between management support and employee job performance. Table 3 presents the results examining the relationship between each element of management support to further determine their individual impact for prioritization purposes. Pearson correlation was used to test the four hypotheses of the study, and the results were presented in a matrix format, showing the analysis of the relationships between the management support variables and employee performance.

Table 3: Correlational Matrix of management support variables and employee performance

Variables	TS	ES	SS	FS	EP
Training Support (TS)	1				
Emotional Support (ES)	0.621*	1			
Strategic Support (SS)	0.683**	0.538**	1		
Financial Support (FS)	0.551**	0.441*	0.412**	1	
Employee Performance (EP)	0.782**	0.566**	0.824*	0.583**	1

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

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

The decision criterion for determining the degree of correlation was set as follows: an r value less than 0.5 indicates a weak correlation, an r value less than 0.7 indicates a moderate correlation, and an r value between 0.7 and 1.0 indicates a strong correlation.

Table 3 presents the correlational relationships between management support variables (training, emotional, strategic, and financial) and employee job performance. For training support and employee job performance, the r value is 0.782, indicating a strong correlation significant at the 0.05 level. For emotional support, the r value is 0.566, indicating a moderate correlation also significant at the 0.05 level. Strategic support has an r value of 0.824, representing a strong correlation significant at the 0.01 level. Financial support shows an r value of 0.583, indicating a moderate correlation significant at the 0.05 level.

Based on these results, all null hypotheses stating that there is no significant relationship between management support variables (training, emotional, strategic, and financial) and employee job performance were rejected. The findings indicate that significant relationships exist between the management support variables and employee job performance. Specifically, training and strategic support were found to have strong correlations with employee job performance, while emotional and financial support showed moderate correlations.

DISCUSSION OF FINDINGS

The study identified four elements or variables of management support practices: training support, emotional support, strategic support, and financial support. The findings corroborated the position of Ogbonnaya and Babalola (2021), who argued that management support received by employees in the workplace can be summarised into four categories—training and development, emotional support, strategic support, and financial support. The result also supported the earlier work of Mohammed (2016), who identified six elements of management support: mentorship support, strategic support, operational support, emotional support, technical support, and resource support.

Among these elements, training and strategic support were found to receive high priority and attention from management. This finding aligns with the view of Laosebikan et al. (2013), who advocated employee training as the primary interface with other organisational resources for achieving success. The study also showed that in deposit money banks, management support is primarily organisation-focused, explaining the emphasis on training and strategic support over the other two elements—emotional and financial support.

This imbalance is considered to have negative implications for employee job performance. As posited by Eisenberger et al. (2016), employees interpret the level of investment in them as an indicator of management's concern for their welfare and attentiveness to their needs. This was corroborated by Aguiar et al. (2012), who found that employees perceive their value to the organisation based on the resources expended on them. Similarly, the works of Brandts and Solà (2001) on reciprocity support the idea that when organisations fail to prioritise employee interests, job performance may suffer.

The findings related to the second objective revealed a strong and direct positive relationship between management support and employee job performance. This supports the earlier work of Tran et al. (2021), who asserted that management support is a critical factor in the success of initiatives that enhance employee performance. Adamu et al. (2024) also corroborated this, noting that management support has become a major determinant of effective employee performance in the workplace.

The study's results align with the position of Ogunlusi et al. (2025), who found that management support significantly influences employee job performance, organisational growth, and the achievement of overall organisational goals. Oginni and Omoyele (2018) also supported the findings, emphasising that a relationship exists between management support and employee

performance. This explains why organisations are encouraged to invest in management support, even though the associated cost can be high—except for emotional support, which is relatively inexpensive.

The earlier work of Ogbonnaya and Babalola (2021) further supports the study's findings, highlighting that management support includes activities aimed at improving employees' skills, knowledge, and providing a conducive environment for effective job performance. However, the findings of Soeroso and Slamet (2020) contradicted this study, concluding that management support does not have a significant effect on employee performance. According to them, when management support is extended to employees who are unable to translate it into improved performance, it leads to increased losses for the organisation.

The result for **Hypothesis One** shows that there is a significant, strong, and positive relationship between training support and employee job performance. The work of Zhang and Liu (2022) supports this finding, asserting that training improves ability, increases knowledge, and enhances skills, creativity, and innovation for effective job performance. The result also reinforces the earlier position of Jabbarzare and Shafighi (2019), who argued that identifying the actual training needs of employees is crucial for training support to be effective—otherwise, it becomes a challenge and a waste of resources. Similarly, the positions of Akinseye and Mugri (2022) and Aguiar et al. (2012) support the study's result, identifying training and development as the key connector between human resource practices and employee performance.

The result for **Hypothesis Two** indicates a moderate, positive, and statistically significant relationship between emotional support and employee job performance. This finding supports the position of Eisenberger et al. (2016), who asserted that a strong superior-subordinate relationship enhances job performance, especially when superiors assist employees in overcoming challenges encountered during work. It also aligns with Nasser (2018), who found that a cordial relationship between supervisors and subordinates fosters a culture of trust that serves as a catalyst for improved job performance.

The result for **Hypothesis Three** reveals a significant, strong, and positive relationship between strategic support and employee job performance. This supports the work of Mohammed (2016), who stated that strategic support facilitates alignment of projects and initiatives with organisational goals, leading to enhanced performance across different levels. The result is also consistent with Nwankwo et al. (2019), who emphasised that setting clear goals and expectations, coupled with effective communication, enhances employee job performance. Likewise, Tran et al. (2021) concluded that strategic support is one of the key determinants of effective employee performance in the workplace.

The result for **Hypothesis Four** shows a moderate, positive, and statistically significant relationship between financial support and employee job performance. This finding corroborates the earlier work of Ogbonnaya and Babalola (2021), who linked financial support to job performance based on employees' perceptions of supervisor support. It also supports the position of Iqbal et al. (2020), who found that employees who perceive strong organisational support feel more secure in their jobs, are more engaged in their work, and demonstrate greater commitment to achieving high job performance.

CONCLUSION

This study examined the relationship between management support and employee job performance. Two key objectives were identified: (1) to explore the types of management support practised in the banking industry, and (2) to assess the relationship between management support and employee job performance. Four hypotheses were formulated based on these

specific objectives to investigate the prevailing forms of management support within the banking sector.

The study identified four main types of management support operational in deposit money banks: training support, emotional support, strategic support, and financial support. Findings revealed a strong overall relationship between management support and employee job performance, prompting further analysis of each support type in relation to employee performance. The results showed significant, strong, and positive relationships between both training support and strategic support with employee job performance. Emotional and financial support also showed significant, though moderate, positive relationships with employee performance.

It was evident that the management of deposit money banks prioritises training and strategic support, while offering minimal emphasis on emotional and financial support. This imbalance may contribute to declining employee performance, dissatisfaction, and resistance to otherwise laudable initiatives. Given the current economic challenges in Nigeria, banks appear to focus primarily on training and strategic initiatives, while emotional and financial support receive less attention. Although this focus may be driven by perceived returns on investment in training, neglecting other forms of support can lead to negative workplace behaviours such as decreased productivity and misconduct.

In conclusion, the study confirmed that management support significantly influences employee job performance. All four identified forms of support demonstrated a significant relationship with performance. However, current economic conditions appear to have influenced management decisions to prioritise training and strategic support. Nevertheless, employees increasingly require emotional and financial support, particularly in the face of economic hardship.

RECOMMENDATIONS

Based on the findings and conclusion of this study, the following recommendations are made:

- 1. Balanced Implementation of Support Practices**

Management of deposit money banks should strive to maintain a balanced approach to implementing all elements of management support. Relying heavily on training and strategic support at the expense of emotional and financial support may be counterproductive in the long run.

- 2. Increased Emotional and Financial Support**

Greater emphasis should be placed on emotional and financial support, especially during times of economic hardship. Emotional support, such as empathy and understanding, often requires little or no financial cost but can significantly boost employee morale and job satisfaction.

- 3. Promotion of a Culture of Trust**

Human resource policies should foster a culture of trust where employees feel comfortable sharing both work-related and personal concerns, with the expectation of support or solutions from the organisation.

- 4. Enhancing Superior-Subordinate Relationships**

A platform or initiative should be developed to improve superior-subordinate relationships, especially in bridging the gap in emotional and financial support. A more cordial and supportive relationship can enhance job performance and employee loyalty.

By adopting these recommendations, deposit money banks can improve employee performance, reduce workplace resistance, and cultivate a more supportive and productive organisational culture.

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