

# Job Autonomy and Employee Timeliness of Deposit Money Banks in Selected Local Government Areas in Lagos State, Nigeria

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## ABSTRACT

Deposit money banks, crucial for mobilizing surplus resources, are experiencing subpar employee performance due to a lack of job autonomy, most notably in Lagos State, despite their economic importance. The study examined the effect of job autonomy on employee timeliness of deposit money banks in some selected local government areas in Lagos State, Nigeria. The study adopted a survey research design. The study population consisted of 1395 regular employees of deposit money banks in 10 selected Local Government areas in Lagos State, Nigeria. Taro Yamane was used to determine the sample size of 403 regular employees. A self-structured questionnaire was used and data was collected using a valid and reliable questionnaire with a Cronbach alpha value greater than 0.7. The response rate was 95%. Data were analysed using both descriptive and inferential tools. Findings revealed that job autonomy has a significant effect on employee timeliness ( $R=0.211$ , Adjusted  $R^2 = 0.042$ ,  $\beta = 0.227$ ,  $t = 2.208$ ,  $P < 0.05$ ). The study concluded that job autonomy affected the employees' timeliness of deposit money banks in the selected local government areas, suggesting how relevant and important it is to take job autonomy into account when attempting to improve the timeliness of employees. Based on the findings of this study, it was recommended that a strong focus should be on creating job autonomy as a means to enhance employee timeliness by creating room for suggestions, encouraging employee creativity, and allowing employees to handle task challenges independently.

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**KEYWORDS:** *Employee Performance, Employee Timeliness, Job Autonomy*

## INTRODUCTION

On a global scale, deposit money banks have witnessed a reduction in the performance of their employees, which arises from ineffectiveness on the side of the employees as they have become prone to presenting inaccurate information, causing an additional delay in providing quality work that the customers desire (Ali et al., 2022). Untimeliness in responding to complaints from customers remains an issue of concern, with 54 percent of bank administrators spending more than one-third of their time on ineffective alternative courses of action (Adarkar et al., 2019). In North America, specifically the United States (U.S.), deposit money banks substantially rely on employee performance to survive, making it a year-round activity in the industry to monitor performance among staff members (Rahaman et al., 2023). Despite the high

reliance on employee performance, customers have several possible alternative solutions to choose from, but the employees are untimely, in that they take longer time to process transactions and resolve customer concerns, resulting in longer waiting periods and, ultimately a decline in their job performance level (Dudley, 2018).

In Europe, most notably the United Kingdom (U.K.), inefficient employees struggle to complete tasks within the expected timeframe, leading to untimeliness as seen in the longer waiting times for customers in branches and slower response times for online inquiries (Pinnington et al., 2022). Poor timeliness has directly affected the bank's employee performance, as employees take longer time to accomplish their tasks as shown in the slower processing times for transactions, loan applications,

and other financial services at cash centers (Khan et al., 2023). Additionally, the shortage of material resources lowers their accuracy of work and has made it more difficult for employees to perform their duties promptly (Sarwar et al., 2023).

In East Africa, specifically Uganda, deposit money banks are yet to address the issue of employees' untimeliness, as poor time management skills among employees result in delays and a decline in the accuracy of work that the employees produce within the short time they are given to work with (Nakibuuka & Kibukamusoke, 2023). The performance of the bank's staff has fallen below expectations in terms of their timeliness to work; as 30 percent of employees in their different branches have failed to meet their work deadlines and the awkward situation of employees not receiving timely advice and corrections has further resulted in a 13.5 percent decline in the quality of work (Nakibuuka & Kibukamusoke, 2023). In Zimbabwe, in the southern part of Africa, employee performance at deposit money banks has been static (Bello, 2021). The issue of untimeliness on the part of the employees as they take longer time to finish jobs alongside make more mistakes, results in their incapacity to satisfy client expectations on time with a good quality work (Mkaro, 2023).

In Nigeria, the dynamic nature of the banking industry has put pressure on employees to fulfill criteria and deadlines, resulting in an overall decrease in their performance level (Undie et al., 2018). The issue of failure to provide job autonomy has resulted in negative outcomes, starting with a decrease in the expected performance of employees in terms of having to struggle with carrying out their tasks efficiently with limited tools and a corresponding decline in their ability to ensure that deadlines are strictly adhered to (Cherif, 2020). In deposit money banks, where addressing customers' needs and regulatory standards is critical, employees still have little decision-making independence from others, minimising their ability to keep up with approaching due dates (Versteegt et al., 2022). The ineffectiveness of employees is seen in the pressures placed on them by their supervisors which have translated into difficulties in getting to work on time, resulting in the discrepancy between expected and available information as well as a rise in appointment cancellations (Anekwe et al., 2020).

### **Statement of the problem**

Poor timeliness, absence of prompt service, and slow response to clients' inquiries in deposit money banks stem from a lack of work autonomy which ultimately results in delays in meeting agreed-upon deadlines

(Babarinde & Ohikhena, 2019). Accompanied by the heavy work demands, meeting remarkably high targets, and rigorous work schedules, employees in deposit money banks are not provided with a sense of ownership of their tasks and responsibilities, which makes them feel less accountable for their work, resulting in untimeliness in meeting the customers' demands (Ogar & Amanze, 2019). The lack of work freedom and self-determination has led to a discrepancy between client information and expected availability, causing delays in account opening, updating, and client assistance (Flores, 2019; Kitonyi, 2019). The inability of the employees to handle tasks independently complicates remote work and has made it difficult for bank co-workers to complete tasks on time (Kniffin et al., 2020).

### **Gaps in the literature**

Different studies have been conducted to look at job autonomy and employee performance using variables like work engagement, work meaning, productivity, innovativeness, job crafting, etc., and have found a positive effect between the two variables in diverse industries with limited studies on job autonomy and employee timeliness (Khoshnaw & Alavi, 2020; Farhana et al., 2022; Nie et al., 2023). Also, research has been conducted to specifically assess job autonomy and employee timeliness with mixed outcomes as their focus was not on deposit money banks in Lagos State, Nigeria (Yagil & Oren, 2021; Heryanto et al., 2022). Current research is still unable to identify enough studies showing the extent to which job autonomy affects employee timeliness, specifically in the deposit money banks in Lagos State, Nigeria, which has created a gap in the literature that requires further research. To this end, this study seeks to explore the effect of job autonomy on the timeliness of employees of deposit money banks in selected government areas, in Lagos State, Nigeria.

### **Research Hypothesis**

To achieve the study objective, a hypothesis was formulated:

**H<sub>01</sub>:** Job autonomy has no significant effect on employee timeliness of deposit money banks in selected local government areas in Lagos State, Nigeria.

### **Literature Review**

#### **Job Autonomy**

According to Khoshnaw and Alavi (2020), job autonomy is the act of an employee exercising authority, power, and decision-making power under his or her control. In the words of Tran et al. (2020), job autonomy is viewed as the extent to which workers perceive they have freedom in making job-

related decisions, meaning that the company appreciates their input and capacity to make smart judgments. Job autonomy is a method or set of practices that includes hierarchical delegation of responsibility that offers individuals greater decision-making capabilities that allow them to carry out key responsibilities (Shobe, 2018). Job autonomy is additionally regarded as a personal preference, raising additional concerns about whether employees believe they are morally independent (Abdolmaleki et al., 2019). In the words of Oludeyi and Aborisade (2018), job autonomy refers to the degree of control an individual has over how work is carried out, including the decision on the types of procedures to use. According to Ade-Adeniji et al. (2021), job autonomy refers to a person's level of control over how their work is carried out, including their ability to choose the methods they want to use. As a result, an employee can select his or her work schedule. The ability to exercise independence at work is dependent upon the individual's willingness to do so, which in turn is dependent upon their experience, enthusiasm, and knowledge (Khoshnaw & Alavi, 2020).

When it comes to the benefits of job autonomy, a business can provide employees with the freedom to decide how, where, and when they work, which results in improved employee satisfaction, production, and retention rates (Bradler et al., 2020). Employees who have the freedom to interact with their supervisors or higher-level managers and share their ideas, opinions, and plans in the most creative and innovative ways that have the potential to impact departmental and institutional decisions tend to be more forward-thinking, satisfied, and ready to inspire the team to better performance, gradually improving organisational culture from supervising employees to an employee empowered working environment (Duan et al., 2019). Employees who have job autonomy can manage their time and energy at work independently, choosing their working procedures and the frequency of interactions with co-workers (Zhou et al., 2019).

### **Employee Timeliness**

Timeliness demonstrates a person's regard for others. Being on time displays meeting deadlines, punctuality, and conviction that the employee will complete the task (Kambouris, 2023). Employee timeliness is the act of showing respect for co-workers and clients, as well as a feeling of accountability and dependability. Managers frequently see timely employees as more trustworthy because when employees routinely arrive on time for meetings, conference calls, and shift changes, they show people that they value teamwork and respect their co-workers and clients (Kambouris, 2023).

Being on time demonstrates the employees' strong work ethic and willingness to be productive (Sakti et al., 2020). Timeliness demonstrates professionalism and distinguishes one as a dependable and trustworthy employee (Kalogiannidis, 2020). Timeliness reflects professionalism and attention to detail it's safe to assume that your employer values timeliness. Regular delivery is crucial for businesses to maintain a strong reputation and avoid losing consumers in today's competitive industry (Half, 2023). Employees who are available on time set the tone for professionalism and respect, which leads to enhanced production, lower stress levels, and better communication. Furthermore, timeliness develops an accountability and responsibility culture in which everyone knows the necessity of meeting deadlines and producing high-quality work (Mohit, 2023).

### **Empirical Review**

Different scholars and researchers have carried out several studies on job autonomy and employee timeliness. Studies such as Teryima and Abubakar (2018); Ade-Adeniji et al., (2021); Khoshnaw and Alavi (2020); and Mworira (2021) in their research on the effect of job autonomy on employee timeliness utilized primary data with a questionnaire as the method of their data collection descriptive survey research. The sampling technique used was stratified and simple random sampling. The target population was utilised for the population study while the researcher's advisor table was used to determine the sample size. Data collected was analysed with the use of descriptive and inferential statistics, Pearson Rank Correlation, simple linear, and multiple regressions.

The findings of the study by Teryima and Abubakar (2018) investigated the effect of job design attributes on performance attainment in business organizations of deposit money banks in Nigeria. Findings from their study revealed that job autonomy, being a special kind of intrinsic reward system had a significant effect on the employee's timeliness to work. This implies that by designing jobs properly, employees of the banking firm will be motivated and their promptness to work will be enhanced. Also, Ade-Adeniji et al., (2021) in their study on the outcomes of job autonomy on employee timeliness in the Nigerian banking sector revealed that job autonomy had a strong and positive effect on employee timeliness to work. This suggests that by allowing employees to make decisions themselves and enjoy control over their jobs, they can prioritize tasks and manage their time efficiently, which can ultimately lead to improved employee performance. Additionally, Onuegbu et al., (2022) in their study on the role of job autonomy and employee performance

of oil and gas companies in Rivers State revealed that job autonomy had a positive effect on employee timeliness to work. This implies that when employees are free to choose the methods to use in carrying out their work, they feel encouraged and this ensures that their work is being done on time. Khoshnaw and Alavi (2020) in their study examined the interrelation between job autonomy and job performance in the banking industry. The study by Mworira (2021) on job autonomy and employee performance in the county government of Isiolo, Kenya, found that job autonomy strongly influences employee performance in the county government of Isiolo. The research findings indicated that employees' job autonomy significantly impacts their performance within the specific context of the Isiolo County government. This suggests that granting employees a certain level of autonomy in their roles may lead to improved performance within this organizational setting. On the other hand, the result from the study of Susanti (2011) showed that there was no significant correlation between job autonomy and employee promptness to work in the banking industry. It implies that job autonomy may not be the most significant element in influencing an employee's timeliness. Although job autonomy might provide workers with a feeling of ownership and control over their work, it does not always result in more timeliness to work.

## Theoretical Review

### Abraham Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory was first put forward by Abraham Maslow in his 1943 work "A Theory of Human Motivation," and it was later expanded upon in his book "Motivation and Personality." The theory postulates that individuals are driven to meet their most basic wants before moving on to more complex ones. According to Maslow's hierarchy of needs, our behaviour is driven by a range of fundamental to advanced physiological and psychological needs (Cherry & Susman, 2022).

The hierarchy of needs goes from physiological to safety to love and belonging to esteem to self-actualization, with physiological needs at the bottom (McLeod, 2018). The necessities for survival are among the physiological demands. Food, water, dietary intake, air, and regulating temperature are a few examples of physiological demands. Shelter and clothing are also physiological necessities. Maslow further included sexual reproduction at this point since it is crucial to the survival and genetic diversity of the species (Cherry & Susman, 2022). The needs start to get a little more complicated at the second level of Maslow's hierarchy. At this point, the demand for security and safety takes precedence.

Love, acceptance, and belonging are among the social needs listed in Maslow's hierarchy. At this level, human conduct is driven by the desire for emotional connections. Friendships, love commitments, familial ties, social clubs, and community organizations are just a few of the things that fulfill this need. The need for esteem and respect is situated at level four of Maslow's hierarchy. Esteem needs to start playing a bigger part in behaviour motivation once the demands at the lowest three levels have been met. At this point, winning the respect and admiration of others becomes more crucial than ever. People want to do things and then be acknowledged for their efforts. Maslow's hierarchy places self-actualization demands at its very top, which include self-awareness, personal development, and reaching potential. Self-actualization entails using one's skills and abilities to the fullest extent possible to become all that one is capable of. This entails being satisfied and giving one's best effort (Cherry & Susman, 2022).

### Self-Determination Theory

Psychologists Edward Deci and Richard Ryan propounded the Self self-determination theory (SDT) in their 1985 book, *Intrinsic Motivation and Self-Determination in Human Behaviour*. According to the self-determination theory (SDT), intrinsic rewards are a critical component for improved performance, creativity, learning, growth, and inner health (Ryan Deci, 2017). At the heart of self-determination theory (SDT) is an underlying incentive for individuals to progress and experience the drive of self-determination through fundamental psychological needs such as recognizing great work, empowering people, and encouraging new skills among others, which foster the employee's performance (Exon, 2023). However, the basic requirements include autonomy, competence, and relatedness. Autonomy is the sensation that you can make your own decisions, giving you a sense of independence. Competence is the sense of being able to engage successfully within our surroundings, accompanied by the abilities required to attain our objectives, and lastly, relatedness is the sense of being attached and connected to others (Exon, 2023).

Two fundamental assumptions are made by self-determination theory: Self-determination theory begins with the premise that humans are actively motivated by growth. Building a strong sense of self requires overcoming obstacles and engaging in novel experiences (Cherry & Susman, 2022). Secondly, self-determination theory places a greater emphasis on intrinsic motivation than extrinsic motivation, which is the tendency for people to be motivated by benefits from the outside world such as money,

accolades, and prizes (Cherry & Susman, 2022). As demonstrated by the Self-Determination theory, people naturally pursue fascinating, engaging tasks that are intrinsically motivated. According to Deci and Ryan (2000), such drive is perceived as autonomous and self-determined. Ryan and Deci (2000), also postulated that certain goals are more in line with meeting a person's fundamental needs than others. Particularly, pursuing autonomous objectives may increase need fulfilment and improve wellbeing, whereas pursuing restricted goals may obstruct wants and worsen wellbeing.

### Theoretical Framework

The self-determination theory is a robust framework for studying the relationship between job autonomy and employee timeliness within Deposit Money Banks in selected Local Government Areas in Lagos State, Nigeria. This theory emphasizes the satisfaction of three fundamental psychological needs: competence, autonomy, and relatedness, which are crucial factors influencing work motivation and behaviour. By focusing on autonomy, the theory aligns with the essence of job autonomy, allowing employees to control their work processes and decisions, which can positively impact their timeliness to work. Moreover, the self-determination theory's emphasis on intrinsic motivation, driven by personal will and choice, supports the idea that autonomy in the workplace can lead to autonomous

motivation, enhancing proactive behaviours like timeliness. Therefore, utilizing the self-determination theory provides a solid theoretical foundation to understand how job autonomy affects employee timeliness in the context of Deposit Money Banks in Lagos State, Nigeria.

### Methodology

This study adopted the survey research design. A total of 1395 regular employees from the deposit money banks in the selected local government areas in Lagos State Nigeria, constituted the population for this study, with a sample size of 403 regular employees as determined by the Taro Yamane formula. The ten local government areas (Alimosho, Ajeromi-Ifelodun, Ojo, Ikorodu, Surulere, Lagos Mainland, Ikeja, Badagry, Apapa, Epe and Ibeju Lekki) were chosen based on their operational presence and accessibility to the researcher in the current study. Five deposit money banks; First Bank, United Bank of Africa, Guaranty Trust Bank, Access Bank, and Zenith Banks were chosen for this study because their operational presence cut across the selected local government areas in Lagos State, Nigeria. The primary source of data collection was employed via an adapted and validated questionnaire with a Cronbach alpha value greater than 0.7. The response rate was 88.3%. Data collected were analysed using descriptive and inferential (simple linear regression) statistics.

### Descriptive and Inferential Analysis of the Study

**Table 1: Descriptive Analysis on Job Autonomy**

|  | VH    | H     | MH    | ML    | L     | VL   | Missing | Total       |                    |
|--|-------|-------|-------|-------|-------|------|---------|-------------|--------------------|
|  | %     | %     | %     | %     | %     | %    | %       | Mean        | Standard Deviation |
| Room for Suggestions                   | 27.81 | 19.38 | 25.00 | 12.36 | 10.11 | 3.93 | 1.40    | 4.25        | 1.54               |
| Work resumption initiatives            | 13.20 | 35.39 | 23.88 | 20.22 | 3.93  | 1.97 | 1.40    | 4.22        | 1.26               |
| Ownership of tasks                     | 11.80 | 25.75 | 27.81 | 32.30 | 2.25  | .56  | 2.53    | 3.98        | 1.25               |
| Employee creativity                    | 17.13 | 20.79 | 32.87 | 24.72 | 1.69  | 1.12 | 1.69    | 4.17        | 1.25               |
| Handling task challenges Independently | 13.76 | 25.56 | 32.87 | 12.36 | 10.67 | 3.09 | 1.69    | 4.03        | 1.36               |
| <b>AVERAGE MEAN</b>                    |       |       |       |       |       |      |         | <b>4.13</b> | <b>1.33</b>        |

*Source: Researchers' Findings 2024*

### Interpretation

Table 1 presents the results of descriptive statistics of Job Autonomy. Based on the descriptive analysis, a greater percentage of the respondents 27.8% indicated that room for suggestions is very high, 19.4% of the respondents indicated that room for suggestions is high, 25.0% indicated moderately high, 12.4% indicated moderately low, 10.1% indicated low and 3.9% indicated very low. On average, the respondents revealed that room for suggestions is high with a mean of 4.25 and a standard deviation of 1.54. Further, the results of the analysis revealed that the majority 13.2% opined that work resumption initiatives are very high, 35.4% indicated that work resumption initiatives are high, 23.9% indicated moderately high, 20.2% revealed moderately low, and 3.9% revealed that work resumption initiatives are low and 2.0% of the respondents indicated very low. On average, the respondents revealed that work resumption initiatives are high with a mean of 4.3 and a standard deviation of 1.26. On ownership of tasks, 11.8% of the respondents indicated very high, the majority 25.8% indicated high, 27.8% indicated moderately high, 32.3% indicated moderately low as 2.3% indicated low, and

0.6% indicated very low. On average, the respondents indicated that ownership of tasks is moderately high with a mean of 3.98 and a standard deviation of 1.3. The analysis also found that 17.1% of the respondents revealed that employee creativity is very high, 20.8% indicated high, the majority 32.9% suggested moderately high, 27.7% suggested moderately low, 1.7% indicated low, and 1.1% suggested very low. Overall, the respondents suggested that employee creativity is high with a mean of 4.17 and a standard deviation of 1.25. Also, the result showed that 13.8% of the respondents revealed that handling task challenges independently is very high, 25.6% indicated high, 32.9% indicated moderately high, 12.4% moderately low, 10.7% indicated low, and 3.1% of the respondents suggested very low. Overall, the respondents indicated that handling task challenges is high with a mean of 4.1 and a standard deviation of 1.36. The average mean of the items for job autonomy is 4.13 with a standard deviation of 1.33 which means that on average the respondents revealed that job autonomy is moderately high and their responses spread from the mean with regards to employee timeliness of deposit money banks in selected local government areas in Lagos State, Nigeria.

**Table 2: Descriptive Analysis on Employee Timeliness**

|                                    | VH    | H     | MH    | ML    | L    | VL   | Missing | Total       |                    |
|------------------------------------|-------|-------|-------|-------|------|------|---------|-------------|--------------------|
|                                    | %     | %     | %     | %     | %    | %    | %       | Mean        | Standard Deviation |
| Completion of task on time         | 42.42 | 21.91 | 26.12 | 3.37  | .28  | 4.49 | 1.40    | 4.84        | 1.38               |
| Punctuality to workstation         | 25.00 | 29.21 | 22.19 | 7.87  | 6.74 | 7.87 | 1.12    | 4.30        | 1.56               |
| Quick response to client inquiries | 24.16 | 18.26 | 30.34 | 23.31 | 2.25 | .56  | 1.12    | 4.33        | 1.27               |
| Meeting agreed-upon deadlines      | 16.57 | 32.02 | 20.22 | 24.16 | 4.78 | 1.12 | 1.12    | 4.24        | 1.28               |
| Time management                    | 17.42 | 37.36 | 21.63 | 9.55  | 8.43 | 3.93 | 1.69    | 4.27        | 1.48               |
| <b>AVERAGE MEAN</b>                |       |       |       |       |      |      |         | <b>4.40</b> | <b>1.39</b>        |

*Source: Researchers' Findings 2024*

### Interpretation

Table 2 represents the results of descriptive statistics on employee timeliness. Based on the descriptive analysis, a greater percentage of the respondents 42.4% indicated that completion of tasks on time is very high, 21.9% of the respondents indicated that completion of tasks on time is high, 26.1% indicated moderately high, 3.4% indicated moderately low, 0.3% indicated low and 4.49% indicated very low. On average, the respondents revealed that completion of tasks on time is high with a mean of 4.84 and a standard deviation of 1.38. Further, the results of the analysis revealed that 25.0% of the respondents opined that punctuality to the workstation is very high, 29.2 indicated that punctuality to the workstation is high, 22.2% indicated moderately high, 7.9% revealed moderately low, and 6.7% revealed that punctuality to the workstation is low and 7.9% indicated very low. Overall, the respondents revealed that punctuality to workstations is high with a mean of 4.30 and a standard deviation of 1.56. In quick response to client inquiries, 24.2% of the respondents indicated very high, 18.3% of the respondents indicated high, 30.3% indicated moderately high, 23.3% indicated moderately low, 2.3% indicated low, and 0.6% indicated very low. On average, the respondents indicated that quick response to client inquiries is high with a mean of 4.33 and a standard deviation of 1.27. The analysis also found that 16.6% of the respondents revealed that meeting agreed-upon deadlines is very high, 32.0% of the respondents indicated high, 20.2% of the respondents suggested moderately high, 24.2% suggested moderately low, 4.8% indicated low, while 1.1% suggested very low. Overall, the respondents suggested that meeting agreed-upon deadlines is high with a mean of 4.24 and a standard deviation of 1.28. Also, the result showed that 17.4% of the respondents revealed that time management is very high, 37.4% indicated high, 21.6% indicated moderately high, 9.6% moderately low, 8.4% indicated low, and 3.9% of the respondents suggested very low. Overall, the respondents indicated that time management is high with a mean of 4.27 and a standard deviation of 1.48. The average mean of the items for employee timeliness is 4.40 with a standard deviation of 1.39 which means that on average the respondents revealed that job autonomy is high among the deposit money banks in the selected local government areas in Lagos State, Nigeria.

Relating tables 1 and 2, shows that there is the same pattern of responses from the respondents. The grand mean of the two variables 4.27 and the standard deviation 1.36 shows that the responses tilt towards moderately high, and the responses diverges from the mean. As a result, we can deduce that job autonomy is likely to affect employee timeliness of deposit money banks in the selected local government areas in Lagos state, Nigeria.

## Restatement of Hypothesis

**H<sub>01</sub>:** Job autonomy has no significant effect on employee timeliness of deposit money banks in the selected local government areas in Lagos state, Nigeria.

**Table 3 Summary of linear regression for the effect of job autonomy on employee timeliness of Deposit Money Banks in selected Local Government Areas in Lagos State, Nigeria**

| Model                                      | Effects of Job Autonomy on Employee Timeliness |        |      |                   |                |                     |            |                   |
|--|--|--------|------|-------------------|----------------|---------------------|------------|-------------------|
|  | B  | T      | Sig. | R                 | R <sup>2</sup> | Adj. R <sup>2</sup> | F (1, 354) | Sig               |
| (Constant)                                 | 3.458  | 14.663 | .000 | .211 <sup>a</sup> | 0.045          | 0.042               | 16.491     | .000 <sup>b</sup> |
| Job Autonomy                               | 0.227  | 4.061  | .000 |                   |                |                     |            |                   |
| a. Dependent Variable: Employee Timeliness |  |        |      |                   |                |                     |            |                   |
| b. Predictors: (Constant), Job Autonomy    |  |        |      |                   |                |                     |            |                   |

**Source: Author's computation, (2024) underlying data from Field Survey.**

## Interpretation

Table 3 presents the results of the linear regression for the effect of job autonomy on employee timeliness of deposit money banks in selected local government areas in Lagos state, Nigeria. The results showed that employee recognition ( $\beta = 0.227$ ,  $t = 4.061$ ,  $p < 0.05$ ) has a positive and significant effect on employee work quality of deposit money banks in selected local government areas in Lagos state, Nigeria. This suggests that job autonomy is a significant aspect in the workplace, which leads to an improvement in employee timeliness. The result of the regression model correlation coefficient (R) was 0.211 which indicated that there was a positive and significant relationship between job autonomy and employee timeliness of deposit money banks in selected local government areas in Lagos state, Nigeria. Further, the results indicate that job autonomy for approximately 4.5% of the variance in the dependent variable, employee timeliness, while the remaining 95.5% of the variation is explained by other factors not captured in this model.

The  $F$  value is statistically significant ( $F_{(1,354)} = 16.491$ ,  $p < 0.05$ ) indicating that the model was fit in predicting the effect of job autonomy on employee timeliness of deposit money banks in selected local government areas in Lagos state, Nigeria. Considering the result of regression coefficients, the predictive multiple regression model is formulated as follows:

$$ET = 3.458 + .0227JA + U_i \dots \text{Eqn i (Predictive Model)}$$

Where:

WT = Employee Timeliness

JA= Job Autonomy

The results showed that by holding employee recognition to a constant zero, work quality will be 4.037 which is positive. When employee recognition is improved by one unit, work quality would also increase by 0.121 and vice-versa. This implies that an

increase in job autonomy would lead to an increase in employee timeliness of deposit money banks in selected local government areas in Lagos state, Nigeria. The result suggests that deposit money banks in selected LGA in Lagos state should pay attention to the job autonomy of their employees to increase their employee timeliness to work. Therefore, the null hypothesis (H<sub>01</sub>) which states that job autonomy has no significant effect on employee timeliness of deposit money banks in selected local government areas in Lagos state, Nigeria was rejected.

## Discussion of findings

This study examined the effect of job autonomy on employee timeliness of deposit money banks in selected local government areas in Lagos State, Nigeria. The hypothesis was tested using simple regression which revealed that job autonomy has a significant effect on employee timeliness ( $\beta = 0.227$ ,  $t = 4.061$ ,  $p < 0.05$ ). In line with the provisions of the literature, this finding aligns theoretically and empirically with other studies on job autonomy and employee timeliness carried out in deposit money banks and industries other than the banking industry (Teryima & Abubakar, 2018; Khoshnaw & Alavi, 2020; Ade-Adeniji et al., (2021); Onuegbu et al., (2022) and Mworja, 2021).

The results of this study agreed with the findings of Teryima and Abubakar (2018) who investigated the effect of job design attributes on performance attainment in business organisations of deposit money banks in Nigeria. Findings from their study revealed that job autonomy had a significant effect on the employee's timeliness to work. Also, the results of this study support the findings of Ade-Adeniji et al., (2021) in a different context which indicated that job autonomy had a positive effect on employee timeliness to work in the Public Goods Game (PGG). This is in line with the findings of Mworja (2021), who indicated that job autonomy strongly influences employee timeliness to work in the county government of Isiolo. This supports the findings of

Khoshnaw and Alavi (2020) in their study whose findings indicated a positive effect between job autonomy and employee timeliness in general hospitals in Korea.

The findings of this study contradict the findings of Brown and Smith (2016); and Susanti (2011) on the effect of recognition on job autonomy on employee timeliness. Brown and Smith (2016) examined the effect of job autonomy and employee timeliness and found no positive effect or connection between job autonomy and employee timeliness. The result from the study of Susanti (2011) showed that there was no significant correlation between job autonomy and employee promptness to work in the banking industry. It implied that job autonomy may not be the most significant element in influencing an employee's timeliness. Although job autonomy might give workers a feeling of ownership and control over their work, it does not always result in more timeliness to work.

Theoretically, the findings of the study, which state that job autonomy has a significant effect on employee timeliness in deposit money banks in selected local government areas in Lagos State, Nigeria, are in alignment with Pink's theory of intrinsic motivation and the expectancy theory. Pink's theory of intrinsic motivation emphasizes the importance of autonomy as a key intrinsic motivator. The significant effect of job autonomy on employee timeliness aligns with this theory, as it suggests that providing employees with freedom and discretion in their work assignments and scheduling can enhance their motivation and, consequently their promptness and timeliness in carrying out their job duties (Nnenna et al., 2019). Additionally, the findings align with the expectancy theory, which posits that individuals are motivated to perform better when they believe that their efforts will lead to good performance and that good performance will be rewarded (Teryima & Abubakar, 2018). In the study's context, the significant effect of job autonomy on employee timeliness supports the expectancy theory, as it implies that employees see a clear link between their autonomy, their efforts, and the positive outcome of timeliness. Therefore, the study's findings are consistent with both Pink's theory of intrinsic motivation and the expectancy theory, highlighting the importance of autonomy in driving employee timeliness in the context of deposit money banks in Lagos State, Nigeria.

### Conclusion and Recommendations

Given the support found in the empirical and theoretical submissions in previous literature with this present study's result, job autonomy had a significant

effect on employee performance of deposit money banks in selected local government areas in Lagos State, Nigeria. The result ( $R=0.211$ , Adjusted  $R^2 = 0.042$ ,  $\beta = 0.227$ ,  $t = 2.208$ ,  $P < 0.05$ ), indicated that the overall model is significant in predicting the effect of job autonomy on employee timeliness, which implies that job autonomy is an important determinant in the employee timeliness of deposit money banks in the selected local government areas in Lagos State, Nigeria. Given the findings of this study, it is recommended that a strong focus should be on creating job autonomy as a means to enhance employee timeliness by creating room for suggestions, encouraging employee creativity, allowing employees to handle task challenges independently as well permitting the employees to take work resumption initiatives.

### Limitations of the Study

1. Though the study findings will significantly contribute to the body of knowledge, the study only focused on the deposit money banks in some selected local government areas in Lagos State, Nigeria, which may not be representative of the entire state or the country as a whole. This limits the generalisability of the findings to other regions or countries.
2. The study relied heavily on self-reported data from employees, which may not be entirely accurate or reliable. This could have resulted in response bias or social desirability, where employees may have provided answers that they believed were expected of them rather than their true opinions or experiences.

### Suggestion(s) for Further Studies

1. To enhance the generalisability of the findings, future research could encompass a more extensive geographical area within Lagos State or even other states in Nigeria to provide a more comprehensive understanding of the effect of intrinsic reward systems on employee performance across different regions.
2. To address the study's reliance on self-reported data from employees, which may not be entirely accurate or reliable, suggests the need for further research to enhance the validity and reliability of the findings. Future studies could employ a mixed-methods approach that combines both quantitative and qualitative research methods. This would allow for a more comprehensive understanding of the effect of intrinsic reward systems on employee performance, as it would provide a more in-depth analysis of employees' experiences and perceptions.



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