

**RESOURCE CONTROL AND PURSUANCE OF ORGANIZATIONAL GOALS IN
DEPOSIT MONEY BANKS IN RIVERS STATE**

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ABSTRACT

The study examined the relationship between resource control and pursuance of organizational goals in deposit money banks in Rivers State. The study adopted the Cross-sectional survey research design. The population of the study consisted of 635 workers from 5 selected deposit money banks in Port Harcourt. A sample size of 245 workers was drawn. Two Hundred and Forty-five (245) copies of the structured questionnaire were personally administered to the respondents out of which 195 representing 97.5% were found valid for analysis. All items on the questionnaire had a Cronbach Alpha threshold of 0.9 and above in the reliability test. Descriptive tools such as the mean and standard deviation were used in assessing the univariate distributions for the three variables. The inferential statistical tool, the Spearman's rank order correlation coefficient (Rho), was used in the test for the bivariate hypotheses of the study using SPSS version 22. The study revealed that there is a significant relationship between resource control and pursuance of organizational goal in deposit money banks in Port Harcourt. The study concluded that there is a positive and significant relationship between resource control and pursuance of organizational goal in deposit money banks in Port Harcourt. The study recommended that firms should empower their workers by providing them with greater authority in decision making through decentralizing decision making process and involving employees in key operational decisions.

Keywords: Resource Control, Pursuance of Organisational Goal Affective Commitment

INTRODUCTION

Committed employees play a crucial role in organizational success by exhibiting higher levels of effort, persistence, and proactive behaviors that contribute to effectiveness and innovation (Tripathy, 2022). Research indicates that organizational commitment significantly influences job performance, absenteeism, and turnover rates, with affective and normative commitment being key factors in enhancing organizational performance and reducing turnover intentions (Sencherey et al., 2022). Additionally, committed employees are more likely to stay with the organization, reducing turnover costs and fostering a sense of loyalty through initiatives like training, career development programs, and improved compensation packages. This highlights the importance of fostering commitment among employees to drive organizational success and create a positive work environment conducive to long-term growth and innovation. These attributes are particularly valuable in the context of deposit money banks

in Port Harcourt, where adherence to quality standards are crucial for both economic development and public safety.

Employee affective commitment in various sectors is influenced by factors such as job satisfaction, organizational culture, leadership style, and perceived fairness in treatment. Research has shown that factors like service quality, management commitment, corporate social responsibility, and working atmosphere play crucial roles in determining employee loyalty (Abd-El-Salam, 2023). Additionally, organizational culture, and work ethics have been found to positively impact organizational commitment, with job satisfaction mediating these relationships (Ferrin et al., 2022). Moreover, internal factors like current job, working conditions, leadership, colleagues, payment, and promotion have been linked to organizational commitment in the banking sector. Understanding and addressing these determinants are essential for fostering strong employee commitment within different sectors. Job satisfaction, for instance, arises from the alignment between individual expectations and job rewards, such as compensation, recognition, and opportunities for advancement.

Similarly, organizational culture and leadership style significantly impact employee commitment. A supportive and inclusive culture fosters trust and cooperation among team members, promoting a sense of belonging and commitment to shared goals. Effective leadership, characterized by clear communication, empathy, and the ability to inspire, enhances employee motivation and commitment. Conversely, a lack of transparency, inconsistent decision-making, and perceived favoritism can undermine trust and diminish commitment among employees. This study measures employee affective commitment in terms of acceptance of organizational goals and pursuance of organizational goals.

Affective commitment is defined as the emotional bond an employee has with their organization, it reflects a deep sense of identification and involvement with the organization's goals and values. Employees with high affective commitment indeed go beyond mere physical presence at work by being emotionally dedicated to their roles and the organization's success. Research has shown that emotional intelligence positively influences employees' affective commitment, especially in public organizations (Triyono & Tjahjono, 2023). This emotional connection often translates into a strong desire to contribute positively and go above and beyond job requirements.

Affective commitment indeed develops over time through positive work experiences, supportive relationships, and a culture valuing employee contributions. Studies show that emotional intelligence positively affects employees' affective commitment, with public service motivation mediating this relationship (Triyono & Tjahjono, 2023). Additionally, organizational culture dimensions like transformational leadership behavior, team cohesion, compensation, fairness, and caring attitude significantly influence organizational commitment, with team cohesion having the greatest impact (Dunger, 2023). Factors such as job satisfaction, organizational support, recognition, and the quality of interpersonal relationships play a significant role in fostering affective commitment. Employees feeling appreciated and valued significantly impacts their emotional attachment to the organization, ultimately leading to increased loyalty and engagement (Rahman et al., 2023). Studies emphasize that factors such as leadership providing clear work structures, organizations offering proper benefits, and employees upholding organizational values play crucial roles in enhancing loyalty towards the organization (Boubker et al., 2023). The significance of affective commitment lies in its

association with various positive organizational outcomes. Employees with high affective commitment exhibit higher levels of job performance, lower turnover rates, and greater organizational citizenship behaviors. These behaviors include discretionary actions that are not formally required but contribute to the overall effectiveness and harmony of the organization, such as helping colleagues and volunteering for extra tasks.

For instance, an employee who feels a strong emotional connection to their organization may willingly stay late to complete a critical project, not because it is required, but because they genuinely care about the organization's success. This level of dedication and enthusiasm is a hallmark of affective commitment and can significantly enhance organizational performance and morale.

Hypothesis

1. There is no significant relationship between resource control and pursuance of organizational goals in deposit money banks in Rivers State.

Resource Control

Resource control is a critical aspect that starts with precise identification and allocation of resources, necessitating a deep understanding of the organization's requirements to align resources effectively. Research emphasizes the importance of control allocation decisions, particularly in the context of technological resources like patents, where central control may be maintained to avoid inter-unit haggling issues (Devarakonda et al., 2022). Effective allocation requires a thorough analysis of the current resource inventory and future requirements. This process often involves budgeting, forecasting, and strategic planning to ensure that resources are distributed in a manner that supports the organization's goals.

One of the primary goals of resource control is to optimize the use of resources. This optimization involves minimizing waste and ensuring that resources are used in the most productive way possible. For example, financial resources should be allocated to projects that offer the highest return on investment, while human resources should be assigned to tasks that best match their skills and expertise. Effective resource control also involves monitoring resource utilization to identify inefficiencies and areas for improvement.

Financial resource control is indeed a fundamental aspect of organizational management, encompassing budgeting, financial planning, and financial monitoring. This control is crucial for ensuring the efficient use of public or private funds in alignment with organizational objectives (Tăvală, 2022). Managers rely on financial control tools to make informed decisions, evaluate options, and monitor implementation, from strategic to operational levels. Budgets are essential tools for planning and controlling financial resources, providing a framework for allocating funds to various departments and projects. Financial planning involves forecasting future financial needs and ensuring that adequate funds are available to meet those needs. Financial monitoring involves tracking expenditures and revenues to ensure that financial resources are used as planned and identifying any variances that need to be addressed.

Human resource control plays a crucial role in managing an organization's workforce by overseeing recruitment, training, development, performance management, and ensuring employee satisfaction. It is essential for ensuring that the organization has the appropriate individuals with the necessary skills in the correct positions to drive success and

competitiveness in the global market (Bangbon et al., 2023). Effective human resource management contributes significantly to organizational performance by eliciting and utilizing the knowledge, skills, and competencies of employees to achieve the organization's goals and objectives (Bangbon et al., 2023). This involves strategic workforce planning to anticipate future needs and develop strategies to meet those needs. It also involves performance management systems to monitor and evaluate employee performance, providing feedback and development opportunities to enhance productivity and job satisfaction.

Technological resource control involves the management of the organization's technological assets, including hardware, software, and information systems. This includes ensuring that the organization has the necessary technology to support its operations and strategic objectives. It also involves maintaining and upgrading technology to keep pace with advancements and ensure that it remains effective and secure. Effective technological resource control involves strategic planning, budgeting, and monitoring to ensure that technology investments are aligned with the organization's goals and provide value.

Pursuance of Organizational Goal

Pursuing organizational goals can be seen as an indicator of affective commitment because is a strategic and systematic process that involves translating a company's vision into actionable plans and ensuring that all members of the organization are aligned and motivated to achieve these objectives. This process is vital for the growth and sustainability of an organization, as it drives performance, fosters innovation, and ensures long-term success. Pursuance of organizational goals requires a blend of clear planning, effective communication, strong leadership, continuous monitoring, and an adaptable mindset.

At the heart of pursuing organizational goals is the development of a comprehensive strategic plan. This plan should outline the organization's mission, vision, and core values, and define specific, measurable, achievable, relevant, and time-bound (SMART) goals. The strategic plan serves as a roadmap, guiding the organization's efforts and ensuring that all actions are aligned with its overarching objectives. It involves setting both short-term and long-term goals, identifying the necessary resources, and establishing timelines and milestones for achieving these goals.

Effective communication is critical in the pursuance of organizational goals. All members of the organization must clearly understand the goals, the reasons behind them, and their individual roles in achieving them. This can be accomplished through various communication channels, such as meetings, emails, newsletters, and internal portals. Regular updates on progress, challenges, and successes keep employees informed and engaged. Open communication fosters a sense of transparency and trust, making employees more likely to commit to and work towards the organizational goals.

Effective leadership is crucial for driving organizational goal pursuit by inspiring and motivating teams (Bill, 2022). Leaders must demonstrate a clear commitment to the goals, model expected behaviors, and create a culture of accountability and collaboration within the organization. By involving employees in goal-setting processes through collaborative workshops and feedback mechanisms, leaders can enhance ownership and accountability among the workforce. Monitoring progress through regular performance reviews and tracking KPIs is essential to identify obstacles, make necessary adjustments, and ensure alignment with strategic objectives. Recognizing and celebrating achievements further reinforces the

importance of goals and sustains dedication among employees. By leveraging the collective knowledge of the workforce, organizations can set realistic goals and foster a sense of inclusion and commitment, ultimately driving successful goal achievement (Bill, 2022).

Flexibility and adaptability are crucial in the pursuit of organizational goals. The business environment is constantly evolving, and organizations must be prepared to respond to changes and uncertainties. This requires a willingness to reassess and adjust goals, strategies, and plans as needed. Being adaptable allows organizations to seize new opportunities, mitigate risks, and maintain momentum towards achieving their goals. Encouraging a culture of innovation and continuous learning supports this adaptability, enabling employees to develop new skills and approaches to overcome challenges.

Resource control and Pursuance of Organisational Goal

In deposit money banks in Port Harcourt, resource control is a foundational element that significantly influences employee affective commitment. Resource control within an organization encompasses the belief that the company and its leaders are reliable, fair, and concerned about the well-being of their employees. This resource control is crucial in fostering a positive work environment, particularly in the demanding banking industry.

Employee affective commitment, which includes emotional attachment to the organization, a sense of obligation to stay, and recognition of the benefits of remaining with the firm, is deeply impacted by the level of trust employees have in their employer. In banking industry, which requires high levels of coordination, communication, and mutual reliance, resource control acts as the glue that holds teams together and enhances overall productivity and morale.

The relational influence of resource control on employee affective commitment is profound. When employees trust their managers and the organization, they are more likely to feel secure, valued, and respected. This security fosters an emotional attachment to the firm, enhancing affective commitment. Trust also reduces uncertainties and conflicts, creating a more stable and harmonious work environment. Employees who trust their employers are more likely to go above and beyond in their roles, exhibiting higher levels of engagement and dedication.

In the context of Rivers State, where banks often face challenges such as high employee turnover and intense competition, cultivating trust can be a strategic advantage. Resource control leads to increased job satisfaction, as employees feel their contributions are recognized and their welfare is prioritized. This satisfaction translates into a stronger desire to remain with the organization, reducing turnover rates and associated costs.

Moreover, resource control facilitates open communication and collaboration, essential for the success of banks. When employees trust that their opinions and expertise are valued, they are more willing to share insights and work collaboratively, leading to better decision-making and problem-solving. This collaborative environment further reinforces their commitment to the firm.

Thus, in banking industry in Rivers State, building and maintaining resource control is not just beneficial but essential for fostering strong employee affective commitment. By prioritizing resource control, these firms can ensure a loyal, motivated, and productive workforce, ultimately driving their success in a competitive industry.

Empirical Review

Bell et al. provide an in-depth examination of employment law related to workplace discrimination, including international comparisons to highlight how different countries address this issue. This legal context underscores the importance of compliance with anti-discrimination laws and the role they play in fostering an equitable workplace. The study emphasizes that understanding and adhering to these legal frameworks is essential for promoting employee dignity and diversity.

The authors highlight the considerable benefits that arise from effectively managing a diverse workforce, such as increased productivity, enhanced competitiveness, and improved employee well-being. They argue that a diverse workforce can bring a variety of viewpoints and problem-solving approaches, leading to more innovative solutions and better decision-making. Additionally, when employees feel respected and valued for their unique contributions, their job satisfaction and commitment to the organization are likely to increase. Bell et al. discuss the implications for employers, emphasizing the need for proactive and strategic approaches to diversity management. They recommend that employers implement policies and practices that promote inclusivity, such as diversity training programs, equitable hiring practices, and support for employee resource groups. By doing so, organizations can not only comply with legal requirements but also create a work environment that harnesses the full potential of a diverse workforce.

Bell et al. (2023) provides a comprehensive empirical review of the importance of dignity and diversity in the workplace. The study underscores the strategic advantages of embracing diversity and offers practical guidance for employers seeking to create a more inclusive and productive work environment. By highlighting the legal, ethical, and business imperatives of diversity management, the authors make a compelling case for the proactive and thoughtful management of a diverse workforce.

Zhenjing (2022) investigates the impact of the workplace environment on employee task performance, considering the mediating roles of employee commitment and achievement-striving ability. This study focuses on academic staff and employs a cross-sectional research design, utilizing convenience sampling to collect data.

A total of 420 questionnaires were distributed among respondents based on established sample size criteria. Out of these, 330 were returned, and after excluding incomplete responses, 314 usable questionnaires were analyzed. The data analysis was conducted using structural equation modeling (SEM) through Smart PLS 3, involving both measurement and structural models.

The results reveal that a positive work environment significantly enhances employee performance. This finding underscores the importance of creating a supportive and conducive work atmosphere to maximize employee productivity. Additionally, the study finds that a positive workplace environment significantly boosts employee commitment and their achievement-striving ability. These factors, in turn, also contribute to improved employee performance.

The mediating role of employee commitment and achievement-striving ability is a key aspect of Zhenjing's analysis. The study shows that a positive workplace environment fosters higher levels of employee commitment and achievement-striving ability, which subsequently lead to better task performance. This highlights the interconnected nature of these variables, suggesting that improvements in the workplace environment can have a cascading effect on employee attitudes and behaviors, ultimately enhancing overall performance.

Zhenjing (2022) provides an empirical review of how a positive workplace environment impacts employee task performance through the mediating roles of employee commitment and achievement-striving ability. The study's findings emphasize the importance of fostering a supportive work environment to enhance employee commitment, drive, and performance. By demonstrating the mediating effects, the research offers valuable insights for organizations aiming to improve employee productivity and overall organizational effectiveness.

Sainz et al. (2023) conducted a study to address the critical issue of economic inequality and its impact on dehumanization processes and psychosocial risk factors among employees. Despite the increasing wage disparities and unfair distribution of resources in many organizations, there has been insufficient academic exploration into how these contextual variables affect employee perceptions and well-being. This study aims to fill that gap by examining how perceptions of economic inequality and unfair resource distribution influence dehumanization and self-objectification, leading to detrimental workplace outcomes.

Method of Data Analysis

In this study we employed both descriptive analytical and inferential tools to analyze the data generated from copies of the usable and useful questionnaire that was retrieved from respondents. We adopted the use of descriptive analytical tool such as frequency distribution tables for the analysis of respondent's demographics supported by charts due to the nominal scale type of the generated data set. At the secondary stage descriptive statistics was adopted while inferential statistical tool was adopted at the tertiary stage of analysis.

The questionnaire served as the only data source for study. The questionnaire was broken down into four major segments namely; demographic analysis, univariate analysis, bivariate analysis and the multivariate analysis.

Demographic Analysis: This described the bio data and sample characteristics of respondents. The study adopted the use of percentile charts, frequency tables and distributions.

Univariate Analysis: This focused on analysis of a single variable, aimed at understanding the nature and features of such variable through mean scores, standard deviation and frequency distributions with much emphasizes on the normalcy of the data distribution of such variable and also served as a basis in the choice of the statistical tool (non-parametric) used in the test of hypotheses. We adopted the use of measures of central tendencies (mean score) and dispersion (standard deviation) to provide response to options poised for each studied variable

The Bivariate Analysis: Here we tested the significant relationship between dimensions of our predictor variable and measures of our criterion variables; the hypothesized variable relationship through the application of the Spearman Rank Order Correlation Coefficient tool, using the statistical package for social sciences (SPSS version 23) to test if there exist a relationship between the dimensions of our predictor variable (Sexual harassment, Rudeness and Bullying) and the measures of our criterion variable (Valuelessness and Self-estrangement).

H0₁: There is no significant relationship between resource control and pursuance of organisational goals in deposit money banks in Port Harcourt.

Correlations			Resource Control	Pursuance of Organisational Goals
Spearman's rho	Resource Control	Correlation Coefficient	1.000	.689**
		Sig. (2-tailed)	.	.000
		N	195	195
	Pursuance of Organisational Goals	Correlation Coefficient	.689**	1.000
		Sig. (2-tailed)	.000	.
		N	195	195

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

H0₁: There is no significant relationship between resource control and pursuance of organisational goals in deposit money banks in Port Harcourt. The result indicates a significant relationship ($\rho = .689$, $p = 0.000$). We reject the null hypothesis and accept the alternative hypothesis: resource control significantly relates to pursuance of organisational goals in deposit money banks in Port Harcourt.

Resource Control and Pursuance of Organisational Goals

H0₁ shows a significant positive relationship between resource control and pursuance of organisational goals ($\rho = 0.689$, $p = 0.000$). The null hypothesis is rejected, confirming that resource control plays a crucial role in enhancing pursuance of organisational goals among employees. Resource control in the workplace fosters an environment where employees feel safe and respected, which encourages them to act ethically and align with the organization's values. This is consistent with Onyinye (2023), who demonstrated that high levels of workplace integrity and fairness significantly enhance pursuance of organisational goals. Resource control is often viewed as a foundation of integrity; when employees have access to information, their leadership and colleagues, they are more likely to commit to standards and exhibit behaviors that align with the organization's goals.

CONCLUSION

The study concludes that there is a positive and significant relationship between resource control and pursuance of organisational goals. The findings further suggest that these factors are instrumental in creating a workplace environment where employees feel valued, respected, and motivated, thereby increasing their overall commitment to the organization.

RECOMMENDATIONS

1. Train managers to lead with respect and dignity, ensuring that they understand the importance of fostering a workplace culture that values employee contributions and promotes fairness.

2. Implement recognition and reward systems that acknowledge employees' contributions and efforts. This will not only boost morale but also reinforce a culture of dignity and fairness.
3. Regularly provide employees with opportunities for professional development and growth, which will not only enhance their skills but also contribute to their sense of dignity and commitment.

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