DIAGNOSTIC HUMAN RESOURCE ANALYTICS AND EMPLOYEE COMMITMENT IN DEPOSIT MONEY BANKS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

The study examined the relationship between diagnostic resource analytics and employee commitment in deposit money banks in South-South, Nigeria. The study is anchored on the philosophical foundation of positivism/objectivism with a deterministic view or approach as such adopted the quantitative method. A correlational survey research design which is cross-sectional across time horizon was adopted for the study. A sample size of two hundred and sixty was drawn from a population of seven hundred and forty-eight staff of the regional offices of the twenty-four deposit money banks in South-South, Nigeria, using the Taro Yamen formula for sample size determination for a given population. Data was collected with the structured questionnaire that was validated via content and face validity while Cronbach's Alpha was used to test the reliability of the research instrument. Data collected were analyzed at different levels. The Spearman's Rank Order Correlation was employed to test the relationship between diagnostic human resource analytics and employee commitment. These analyses were done with the aid of the Statistical Package for Social Science version 23.0. The result showed that diagnostics human resource analytics significantly influenced the measures of employee commitment used in this study. Based on the empirical findings, it was concluded that diagnostic HRA highly improved the commitment of the employees. The researchers thus recommend that management and the human resource managers of the deposit money banks in Nigeria should by all means implement functional diagnostic human resource analytics strategies obtain higher levels of commitment from their employees.

Keywords: Diagnostic human resource analytics, employee commitment, affective commitment, continuance commitment, and normative commitment

INTRODUCTION

Most developing country organizations have faced increased competition from multinational corporations since the majority of economies were liberalized in the 1980s and early 1990s. In light of this trend, organizations need to find ways to better meet the expectations of their customers in order to compete in the global marketplace. Employee quality has a significant impact on commitment, and it is widely held that employees are the "backbone" of any organization, playing a crucial role in ensuring that policies and programs are carried out effectively and efficiently in the new era of economic development.

Therefore, in the competitive world of business today as it seems to be, every organization that strives to occupy a larger space or wants to survive by remaining in the market must, in some ways, strive for its employees' positive commitment to increase organizational growth. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's goals and works as an effective and efficient team member. It is no longer good enough to have employees who come to work sincerely every working day and carry out their tasks independently. Employees now have to think like entrepreneurs while working in teams and have to prove their worth. However, they also want to be part of a successful organization that provides a good income, the opportunity for development, and secure employment.

In the past, organizations secured the loyalty of their employees by guaranteeing job security. However, many organizations have responded to competitive pressures by downsizing, restructuring, and transformation, thus creating a less secure organizational climate. A growing number of employees, therefore, feel that they are victims of broken promises. One of the challenges facing modern organizations involves maintaining employee commitment in the current business environment. These organizations can achieve this by developing a new “work contract." In today’s workplace, employees face more ambiguity in their daily activities and decreased job security (Bergmann, Lester, De Meuse & Grahn, 2000). With no assurance of continued employment, workers have now raised their expectations in other areas. For instance, employees expect employers to demonstrate their commitment in terms of pleasant working conditions, access to training and development, the provision of a safe working environment, and a balance between work and employees’ commitments outside the workplace.

In today's competitive world, each organization is confronting new difficulties in regards to maintaining efficiency and creating a committed workforce (Andavar, Ali & Ali, 2020). Presently, no organization can perform at the top level unless every employee is focused on the organization’s goals. Consequently, it is critical to understand the idea of commitment and its practical result. A number of studies have been directed towards exploring the idea of organizational commitment. Still, commitment is the most difficult and researchable topic in the fields of management, organizational behavior. There have been a few measures and definitions of employees’ commitment. There are three types of organizational commitment: normative, affective, and continuous. Each one of these shows the level of commitment of an employee to the organization, which determines how much each employee is committed to the organization. Some people are committed to their jobs because they love what they do, (Anwar & Balcioglu, 2016) or because their goals align with those of the company. Others might stay because they fear what they could lose if they leave (Abdullah & Abdul Rahman, 2015). Still others might stay because they feel obligated to the company, or to their manager (Faraj, Renno, & Bhardwaj, 2021). Clearly, some of these types of commitments can have a negative effect on a person's well-being, self-respect, and job satisfaction.

According to Damit, Harun, Martin, Othman, and Ahmad (2019), organization commitment refers to an employee's strong bond, demonstrable proof, and involvement with the organization. The ability of individuals to contribute to organizational objectives is referred to as organizational commitment. At the point when employees are certain that they will develop and learn from their present bosses, their level of duty to stay with that specific organization becomes higher. Commitment appears when a man, by making a side wager, joins unessential premiums with a predictable line of action. (Anwar & Climis, 2017), relates commitment with (Anwar & Ghafoor, 2017), the nature of the relationship of the part to the framework overall. To know how committed an employee is to the organization, it is paramount for the organization and the human resource manager to analyze the entire performance level of the employee, the general well-being of the employee, and the level of engagement of the employee to the organizational goal by using the diagnostic human resource analytics to know why did the commitment of an employee to the organization is increasing or decreasing.

Diagnostic analytics is a form of advanced analytics that examines data or content to answer the question, "Why did it happen?" It is characterized by techniques such as drill-down, data discovery, data mining and correlations. For example: Employee absenteeism. If your absenteeism rate is climbing, you can use diagnostic analytics to find out why employees are missing work more often. Diagnostic Analytics is a subset of descriptive analytics. It uses tools and techniques such as visualisation, data discovery, drill-down and big data mining methods to conduct exploratory data analysis of existing data in order to identify/discover the fundamental causes of a problem (Delen & Zolbanin 2018). Descriptive and diagnostic analysis can be used to determine turnover rates, cost per hire, and absence rates. Diagnostic analytics is an HR analytics that goes beyond the descriptive analysis of past events to identify the root cause of workforce problems or issues.

The researcher discovered through a theoretical examination that certain firms' personnel have low affective commitment, a weak normative culture, and a low commitment to sticking with the company. Due to the identification of these issues in both their theoretical and practical manifestations, it became imperative that certain pressing questions demand answers. Among the questions are: Why do employees quit their employment in search of better opportunities, such as working for international corporations? Why do workers at some organizations consistently display signals of quitting their organizations as soon as they get the chance? Along with other silent questions, these above begging questions are looking for answers. The researcher then makes suggestion for appropriate diagnostic human resource analytics in order to address the situation. This is part of the researcher's attempt to practically determine the causes of the problems identified and to offer a long-lasting solution to the problem of retaining employees through improving their commitment level.

This study therefore sought to empirically investigate the relationship between diagnostic human resource analytics and employees' commitment in deosit money banks in South-South, Nigeria.

Conceptual Framework

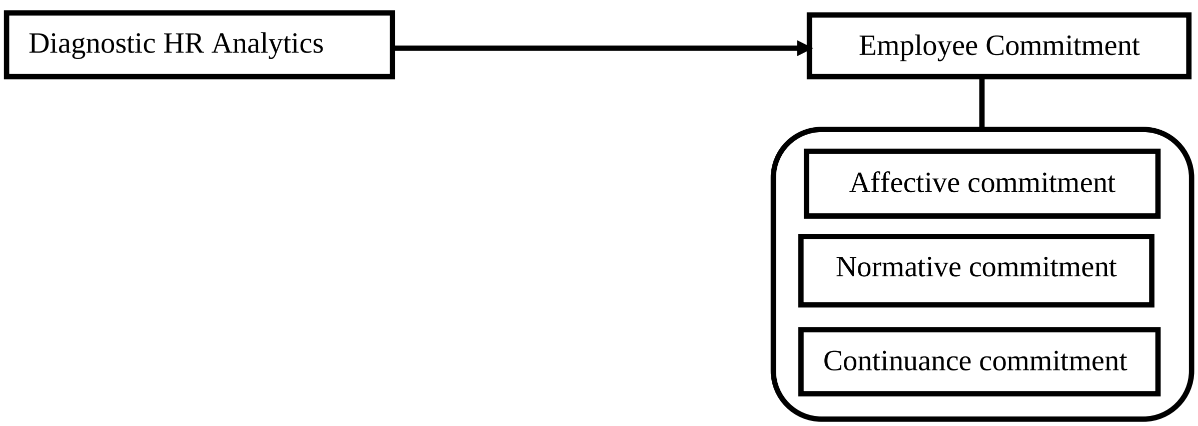

Figure 1: Diagnostic human resource analytics and employee commitment

Source: Conceptualized by researcher (2024)

The following research questions were advanced in line with addressing the role of human resource analytics in outcomes of employees' commitment:

1. What is the relationship between diagnostic human resource analytics and affective commitment in deposit money banks in South-South, Nigeria?
2. What is the relationship between diagnostic human resource analytics and normative commitment in deposit money banks in South-South, Nigeria?

3. What is the relationship between diagnostic human resource analytics and continuance commitment in deposit money banks in South-South, Nigeria?

LITERATURE REVIEW

Theoretical Review

Equity Theory

A theoretical foundation is a formal, peer-reviewed theoretical model (or models) that can be used to explain the issue that is driving a researcher's research. Swanson (2007) describes a theoretical foundation as the design or construct that can support or buttress the thesis of a study being investigated. Therefore, the researcher adopted equity theory as the baseline theory that underpinned this study.

According to Stacy Adams' equity theory, there should be a balance between an individual's outcome/inputs relationship and that of another individual (Weihrich, Cannice & Koontz, 2008). In the strictest sense of the word, if people believe they are being treated unfairly, they may become dissatisfied and reduce the quantity or quality of output, or even leave the organization. the theory of equity emphasizes that compensation should be commensurate with an individual's or group's contribution to organizational production, as this will improve employee performance. Equity Theory can be used to analyze how employee commitment is impacted by perceptions of justice in many areas of employment in the context of diagnostic human resource analytics. Here are some applications of the theory as it relates to diagnostic human resource analytics and employees' commitment which includes: Firstly, analysis of pay equity: Pay equality analysis can be carried out using diagnostic human resource analytics to make sure that workers' pay is reasonable and equitable to their efforts or contribution, secondly, fairness in Performance Appraisals: Ensuring impartiality in performance appraisal processes can be aided by diagnostic HR analytics. Organizations may standardize evaluation standards, detect and remove biases, and give unambiguous performance feedback by utilizing data-driven insights.

Conceptual Review

Concept of Diagnostic human resource analytics (DHRA)

Diagnostic analytics is a form of advanced analytics that examines data or content to answer the question, "Why did it happen?" It is characterized by techniques such as drill-down, data discovery, data mining and correlations. Diagnostic human resource analytics involves analyzing and extrapolating data to determine why certain trends or patterns are occurring in the workforce data. By examining historical data, diagnostic analytics can help HR professionals understand why certain events have occurred in the past years and what factors have contributed to their occurrence. Diagnostics big data analytic is concerned with investigating what has happened in the organization, how it happened and reports the result(s) or output to predictive analytics for further analysis (Riahi & Riahi, 2018). As a real time analytical tool, it is capable of exploiting hidden pattern that exists in the firms and other information about the customers based on existing records. Diagnostic BDA develop memory to store various activities that has taken place in the firm, evaluates these activities and present the results to predictive and prescriptive analytics for better decision-making (Klaas, Kangur, Viil, Mäemets-Allas, Minajeva, Vadi, & Jaks, 2016). Why things happened is the question that is tried to be answered by diagnostic analytics (Gartner, 2013). This type of analytics does provide deep insights into a certain problem.

According to Ruohonem (2015), the main characteristics of diagnostic analytics are; enablement of the discovery of unpredictable relationships between historical and current patterns, explain effect relation, causes and correlation and visualization format; dashboards on data discovery which focuses on visualizing complex dimensions, measures and relationships simultaneously. Diagnostic BDA enable the analyst to understand what has happened, what is happening and how they happen within the organization, such as the behavior of employees, what is responsible for poor performance/commitment (Zhou, Hirst & Shipton, 2015). Diagnostic analytics relies on various statistical and analytical techniques to analyze historical data (Sułkowski & Wolniak, 2016; Wolniak, 2022; Gajdzik & Wolniak, 2023). These techniques include data mining, correlation analysis, regression analysis, hypothesis testing, and root cause analysis. By applying these methods, analysts can identify relationships between variables, detect trends and patterns, and uncover potential factors that influenced specific outcomes (Hurwitz, Kaufman, Bowles, Nugent, Kobielus, & Kowolenko, 2015). One common application of diagnostic analytics is in the field of business intelligence, where organizations analyze operational data to gain insights into the performance of different departments, products, or processes (Wolniak, 2016; Gajdzik, Wolniak, 2023). For example, a retail company may use diagnostic analytics to understand why sales declined in a particular region or why a specific product line experienced low customer satisfaction.

Concept of Employees' Commitment

Armstrong (2012) emphasizes that employee commitment is the loyalty and attachment that employees have in an organization and it is associated with their feelings about the institution. Therefore, commitment signifies both the behavioural tendencies and the feelings that employees have towards an organization. Lee (2010) observes that employee commitment involves an employee's devotion and the willingness to exert effort on behalf of an organization. This implies that employee commitment is an emotional state that exemplifies employees' relationships with an organization and the choice to stay in the organization. Porter, Steers, Mowday, and Boulian, (1974) cited by Armstrong (2012) point out that organizational commitment is the linkage between an organization and the individual employees. Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organizational citizenship behaviours (OCBs), that is, extra-role behaviours, such as creativity or innovation which are often what keep organizations competitive. Creativity according to Bosiok and Sad (2013) is the ability to think in ways and forms that are new, different and not seen in other individuals. Other authors (e.g. Lambert & Hogan, 2009) propose that employee commitment reduces employee turnover.

Lambert and Hogan define employee turnover as the situation by which employees either voluntarily quit or are involuntarily terminated from their jobs. Allen, Bryant and Vardaman (2010) explain that with voluntary turnover, the employee initiates the quitting of the job; for example, quitting and taking another job while involuntary turnover is initiated by the organization; for instance, when a company dismisses an employee due to poor performance or when there is organizational restructuring. Lambert and Hogan (2009) state that committed employees are loyal to the organization, share its values, and identify with the goals of the organization. Thus, they have little reason to want to leave. Visagie and Steyn (2011) established a connection between employee commitment and the ability to tolerate organizational change. Organizational change, according to Parnini (2011), is the empirical observation of changes in an organization's form, quality, or state over time following the purposeful adoption of new ways of thinking, behaving, and thinking.

Measures of Employee Commitment

Affective Commitment

Affective commitment reflects an employee's emotional attachment to, identification with, and involvement in the organization and employees with high affective commitment are likely to stay with the organization because they want to, not just because they feel they have to. Affective commitment exists when employees are happy to be members of an organization, believe in and feel good about the organization and what it stands for, are attached to the organization, and intend to do what is good for the organization. Affective commitment refers to the emotional attachment that an employee has in an organization (Price, 2011). It is the extent at which employees appreciate to be members of an organization. According to Rhoades, Eisenberger, and Armeli, (2001), affectively committed employees are seen to have a sense of identification and belonging and this motivates them to increase their participation in the activities of an organization. Additionally, affective commitment makes employees to have willingness to meet the goals of an organization as well as the desire to stay in the organization. Beck and Wilson (2000) note that organizational members who have an affective level of commitment have a longing to remain in the organization because they view their values and goals to be congruent with those of the organization.

Affective commitment is an employee's emotional attachment to, identification with and involvement in the organization. It involves cohesion or attachment to social relationships which absorb the individual's fund of affectivity and communion or becoming part of a whole through the mingling of the self with a group. It is an attitude towards an organization which links or attaches the identity of the employee to the organization. Affective Commitment manifests as a psychological bond to the organization (Buchanan, 1974) as well as positive feelings for and social attachment to the organization. It is an attitudinal type of commitment (Meyer and Allen, 1991), which involves "identification" or the alignment of individual values with values of the organization, "involvement" or feelings of care for the organization, devotion and dedication to the organization, pride in the organization, willingness to put forth extra effort into the organization, making sacrifices for the good of the organization, and loyalty or a strong desire to maintain membership in the organization. The desire of the individual to remain in the organization is the basis for Attitudinal Commitment Theory (Mercurio, 2015).

Mercurio (2015) conducted an integrative literature review of high-impact journal articles and found that while many conceptualizations of commitment since the 1960s and 1970s have shown it as equally weighted components (affective, normative, continuance), the affective construct of commitment has remained central and constant despite a wide range of multidimensional conceptualizations and theorizing about organizational commitment. It was evident that an essential component of the organizational commitment construct was affective, or emotional and attitudinal attachment to the organization. According to Mercurio (2015), the most significant, persistent, essential, and fundamental aspect of organizational commitment appears to provide the theoretical and historical foundation for theories of organizational commitment. The center core has a greater influence on work behaviors, emotions, and personal perspectives than any other component or suggested level of commitment. Muncherji and Dhar (2011) observe that employees become emotionally attached to an organization when they are able to achieve these factors. This is because they help to create an environment that is intrinsically rewarding for the employees. In many organizations, the antecedents of affective commitment come under four distinct categories namely: personal characteristics, structural characteristics, job-related characteristics and work experience, it is with such a motivation that the employee who possess strong affective commitment will continue to work for the organization because they want to do so.

Normative Commitment

Normative commitment is one of the three components of organizational commitment, a concept in organizational psychology that refers to an individual's emotional attachment and loyalty to their organization. Normative commitment is characterized by a sense of obligation or perceived moral duty to stay with an organization. Individuals with high levels of normative commitment may feel a sense of loyalty because they believe it is the "right" or "ethical" thing to do. This commitment is often tied to an individual's values and beliefs about loyalty and commitment to the organization. Factors influencing normative commitment may include a strong sense of responsibility, moral values, and a belief that leaving the organization would be morally or ethically wrong. Employees with high normative commitment might stay with their organization even if they have better external job opportunities because they feel a sense of loyalty and obligation.

Normative commitment is an individual’s desire to retain organizational membership due to the believe that it is morally right to be loyal and stay (Wang, Indridasson, &Saunders, 2010). Employees with NC stay in the organization due to feelings that they should to do so for moral reasons (Meyer & Allen, 1991). NC could be influenced by many factors e.g. relationship, religion, etc. hence when it comes to one’s commitment to the organization he/she feels a moral obligation to the organization (Folorunso, Adewale, & Abodunde, 2014). Therefore, employees with high NC remain based on their opinion. NC involves employees’ perceived obligation to stay in and contribute towards attaining organization’s objectives due to affiliation. Employee reciprocates with higher degree of NC to an organization that is committed and supportive to its workforce (Nawab & Bhatti, 2011). NC is a commitment premised on perceived responsibility towards the organization, usually entrenched in the norms of exchange. Normative commitment is a feeling of responsibility to persist working with the organization; thus is indicated by employees who stay in an organization due to the feelings that they suppose to (Meyer, Allen, & Smith, 1993). Rafiei, Amini, and Foroozandeh (2014) argued that individuals who have a higher NC felt the obligation to remain in their organization.

Continuance Commitment

Continuance commitment is one of the three components of organizational commitment in the Three-Component Model proposed by Meyer and Allen. Continuance commitment is related to an employee's perception of the costs associated with leaving an organization. Employees with high levels of continuance commitment tend to stay with an organization because they feel that the costs of leaving, such as the loss of benefits, pension, seniority, or other investments, are too high. It's a more pragmatic form of commitment, driven by the idea that leaving the organization would result in personal sacrifices or losses. Factors that contribute to continuance commitment may include financial investments made in the organization, the perceived difficulty of finding an equivalent job elsewhere, or the fear of losing accumulated benefits and seniority. This type of commitment is more transactional in nature compared to affective commitment, which is emotionally driven, and normative commitment, which is based on a sense of duty or moral obligation.

Meyer and Allen (1997), cited by Lee (2010) define continuance commitment as the employee awareness of the costs that are related with departing the organization. This means that continuance commitment is the enthusiasm to remain in an organization due to the personal investments which cannot be transferred. Price (2011) argues that continuance commitment exists when an employee needs the benefits and the salary associated with remaining in an organization. Additionally, it may arise when employees feel that they cannot find another job or when they believe that they owe their success to the organization. According to Coetzee (2005), continuance commitment is calculative in nature because it is based on an employee opinion by weighing the risks and costs associated with leaving an organization. It is cantered on an evaluation of the economic benefits gained by being associated with the organization. Beck and Wilson (2000) note that organizational members develop continuance commitment due to the positive extrinsic rewards that they have obtained through the exertion of bargaining without identifying with the values and goals of the organization. Therefore, employees are lured to remain in an organization due to the accumulated investments that they have gained in the organization.

Empirical Review

Diagnostic HR Analytics and Employees' Commitment

Dick (2023) looked into the performance of Nigerian deposit money banks and diagnostic big data analytics. The cross-sectional survey design was used in the study. Responses to a structured questionnaire were gathered, and the test statistic was obtained using linear regression analysis. The study's sample consisted of 21 deposit money banks located throughout Nigeria. A total of one hundred and sixty eight (168) respondents were drawn from the study population using simple random sampling techniques. The study found that diagnostic big data analytics enhanced the performance of deposit money banks in terms of customer satisfaction and return-on-investment (ROI). As a result, the study came to the conclusion that diagnostic big data analytics is crucial to raising the employees' commitment in deposit money banks in Nigeria. It also suggested that deposit money banks incorporate diagnostic big data analytics as a crucial data management tool if they want to improve their employees' commitment in terms of customer satisfaction and increased return on investment.

METHODOLOGY

The research design for this study was the cross-sectional survey design. The population of this study comprised all employees from each of the regional offices of the twenty four (24) deposit money banks in in South-South, Nigeria. Seven hundred and forty eight (748) employees from the regional offices of the twenty four (24) deposit money banks in South-South, Nigeria formed the total population of this study while the sample size of two hundred and sixty (260) respondents was obtained theough the use of Taro

Yamene formula. The questionnaire was used in collecting the required data from the respondents with face validity of the instrument ascertained through expert scrutiny while reliability was based on Cronbach alpha test with the aid of SPSS software version 26.0. Spearman's Rank Order Correlation was used for data analysis and hypotheses testing to determine the relationship between diagnostic human resource analytics and employees' commitment.

DATA ANALYSIS AND RESULTS

Bivariate Data Analysis

Table 1: Correlations Matrix Analysis on Diagnostic Human Resource Analytics and Employees' Commitment

Correlations

			Diagnostic HR analytics	Affective Commitment	Normative Commitment	Continuance commitment
Spearman's rho	Diagnostic HR analytics	Correlation Coefficient	1.000	.978**	.977**	.978**
		Sig. (2-tailed)	.	.000	.000	.000
		N	247	247	247	247
	Affective Commitment	Correlation Coefficient	.978**	1.000	.978**	1.000**
		Sig. (2-tailed)	.000	.	.000	.000
		N	247	247	247	247
	Normative Commitment	Correlation Coefficient	.977**	.978**	1.000	.978**
		Sig. (2-tailed)	.000	.000	.	.000
		N	247	247	247	247
	Continuance commitment	Correlation Coefficient	.978**	1.000**	.978**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	247	247	247	247

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 23.0 Result, 2024

Research Question 1, 2, and 3: what is the relationship between diagnostic human resource analytics and affective commitment, continuance commitment, and normative commitment respectively in deposit money banks in of the instrument?

The results presented on table 1 where (*rho*) = 978**, indicates that there is substantial relationship between diagnostic human resource analytics and affective commitment. Thus, diagnostic human resource analytics has a very strong positive relationship with employee affective commitment. That is to say, the more the diagnostic human resource analytics is applied the more the employee affective commitment becomes sustainable in the deposit money banks in Nigeria.

The results presented on table 1 where (*rho*) = 977**, indicates that there is substantial relationship between diagnostic human resource analytics and employee normative commitment. Thus, diagnostic human resource analytics has a very strong positive relationship with employee normative commitment. That is to say, the more the diagnostic human resource analytics is applied the more the employee normative commitment becomes sustainable in the deposit money banks in Nigeria.

The results presented on table 4.19 where (*rho*) = 978**, indicates that there is substantial relationship between diagnostic human resource analytics and continuance commitment. Thus, diagnostic human resource analytics has a very strong positive relationship with continuance commitment. That is to say, the more the diagnostic human resource analytics is applied the more the employee continuance commitment becomes sustainable in the deposit money banks in Nigeria.

The result for the test of hypotheses on the relationship between diagnostic human resource analytics and the measures of employee commitment is stated as follows:

i. **Hypothesis 1**: There is no significant relationship between diagnostic human resource analytics and affective commitment in deposit money banks in Nigeria. The results with (*rho* = 0.978; and *P*-v=0.000<0.05%) level of significance indicates that diagnostic analytics has a very strong positive and significant relationship with affective commitment in the deposit money banks in Nigeria. Therefore, on the basis of the findings the null hypothesis is rejected.

ii. **Hypothesis 2**: There is no significant relationship between diagnostic human resource analytics and normative commitment in deposit money banks in Nigeria. The results with (*rho* = 0.977; and *P*-v=0.000<0.05%) level of significance indicates that diagnostic human resource analytics has a very strong positive and significant relationship with normative commitment in the deposit money banks in Nigeria. Therefore, on the basis of the findings the null hypothesis is rejected.

iii. **Hypothesis 3**: There is no significant relationship between diagnostic human resource analytics and continuance commitment in deposit money banks in Nigeria. The results with (*rho* = 0.978; and *P*-v=0.000<0.05%) level of significance indicates that diagnostic human resource analytics has a very strong positive and significant relationship with continuance commitment in the deposit money banks in Nigeria. Therefore, on the basis of the findings the null hypothesis is rejected.

FINDING

The Spearman Rank Order Correlation Coefficients (*rho*) with the P <0.01 indicates a relationship between the variables under study. Consequently, Salkind (2010) guideline was also adopted. Judging from Spearman Rank Order Correlation Coefficients (*rho*), and Salkind (2010) guideline, the p-value for this study is <0.01 and the R-value is 0.8 – 1.0 meaning there is a very strong relationship between HRA and employee commitment.

Therefore, the findings of this study revealed that, there is a very strong relationship between human resource analytics and employee commitment of deposit money banks in Nigeria.

CONCLUSION

The finding of this study shows that diagnostic resource analytics has a very strong positive and significant relationship with employee commitment in the deposit money banks in Nigeria. Therefore, the empirical findings reported that:

i. Diagnostic analytics has a very strong positive and significant relationship with affective commitment in the deposit money banks in Nigeria.
ii. Diagnostic human resource analytics has a very strong positive and significant relationship with normative commitment in the deposit money banks in Nigeria.
iii. Diagnostic human resource analytics has a very strong positive and significant relationship with continuance commitment in the deposit money banks in Nigeria.

The proper application of diagnostic human resource analytics in the workplace would significantly enhance employees' commitment mechanisms in the organization and enhance working conditions in ways that enable them effective relate and cope by identifying themselves, playing loyalty, making some sacrifices in the organization, that way enhancing their functionality and commitment in the deposit money banks in Nigeria.

RECOMMENDATIONS

As a way of improving employees' commitment in the deposit money banks in Nigeria, the researcher recommends the adoption of diagnostic HR analytics within the deposit money banks HR processes. By leveraging data-driven insights, they can identify and address the root causes of issues affecting affective, continuance, and normative employee commitment, leading to a more engaged and productive workforce because diagnostic HR analytics will help the organization in Identifying the underlying causes of issues such as high turnover rates or low commitment levels, allowing for targeted interventions, utilize appropriate tools to gather/analyze HR data which will enable the deposit money banks in Nigeria in identifying patterns and trends, and to develop and implement targeted interventions based on the insights gained from the analysis.

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