

Organizational Communication and Employee Performance in Deposit Money Banks in Nigeria

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Abstract: This study examined the relationship between organisational communication and employee performance in deposit money banks in Port Harcourt. The population of the study consisted of 500 employees drawn from the 15 deposit money banks in Port Harcourt. The sample size for the study was 222 employees determined using Taro-Yamane formular. The study postulated 11 research questions and 11 hypotheses. The study used questionnaire for data collection. The instrument for data collection was validated using face and sampling validity; while the reliability text was determined by Cronbach's Alpha Coefficient using Statistical Package for Social Sciences (SPSS). Analysis entailed the descriptive illustration of sample characteristics using charts and frequency distributions. The univariate data were analyzed using mean scores and standard deviations which served accordingly as the measure of central tendency and dispersion; while for bivariate data, the spearman's rank order correlation coefficient statistical tool was used in testing for all hypothesized relationships. The multivariate hypothetical statements were tested using the partial correlation coefficient technique. The results showed a significant effect of the dimensions of organisational communication on the measures of employee performance. Based on the results, it was thus concluded that organizational communication has a significant positive relationship with employee performance in deposit money banks in Port Harcourt and hence recommended that management should ensure that there is consistent recognition of subordinates, updating and informing them of necessary adjustments which may affect their jobs and as well providing platforms to engaging employees in decision-making; these will enhance the capacity and drive of employees to showcase high performing standard through productivity, quality service and effectiveness.

Keywords: Organizational Communication, Employee Performance, Nigerian Deposit Money Banks.

INTRODUCTION

There is no organisation in the world that stands in isolation from employee performance and yet achieves its objectives or goals. Employees with different talents, skills; abilities, knowledge and competencies are brought into organisation to enable it achieve or attain its objectives through employee performance.

The importance of employee performance cannot be over-flogged. The success of any business is directly affected by the performance of employee within the organisation, whether or not the employee is dealing directly with customers. Business that clearly understands the impact of their employee performance is better and able to manage employee output and productivity (Gabriel, 2014).

Similarly, Balyan (2012) postulates that employee performance is very central in the life of an organisation as it impacts on individual employee, groups; organisation and the nation at large. According to the author, effective performance increases employee's satisfaction on the job, reduces psychological problem of employees; increases their involvement on the job; help to develop their sense of commitment and loyalty; help them get higher salaries and incentives on production basis., increases the quality and quantity of total production; improves sales and market shares

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improves profit and enhances goodwill of the organisation. All these contribute to the development of national economy and living standard of the society.

Conversely, Balyan (2012) among others suggests that ineffective performance would be detrimental and antithetical to the effect of effective performance on the individual, group; organisation and the nation. Various authors and experts have expressed divergent views and opinions about the concept of employee performance. For example; Tina (2014) suggests that the attitude people bring to work plays a huge role in their performance. If they are motivated, optimistic and open-minded, they will be productive, innovative and engaged; they are problem solvers, not victims; they look for possibilities, not excuses. At the end of the day, they get job done and do it well; their attitude is contagious and they positively influence those around them to raise the level of performance of their colleague too.

Furthermore, Boone *et al.* (1996) researched on the role of CEO characteristics shows that human capital affects employee performance; since professionals endowed with a huge level of human capital consistently deliver high quality services, organisations championed by such employees are better, able to attract and retain clients and strategies allies.

Having explored some of the views and opinions expressed by authors and experts, it is however central to postulate that sustainability in employee performance could be feasible and proficient with the integration of effective organisational communication (Stephen & Timothy, 2007; Edwinah, 2006). The importance of effective communication cannot be overstressed. Stephen and Timothy (2007) among other postulated that effective communication is essential for the achievement of employee performance as it increases efficiency, quality of employee service; responsiveness to customers and innovative ability. Besides, effective communication regulates, integrates; informs; motivates and allows for emotional expressions of employees.

A lot of studies have been conducted on organisational communication and employee performance using different dimensions and measures. But this study took its point of departure by investigating the relationship between organisational communication and employee performance in Port Harcourt using: downward communication and upward communication as dimensions; whereas productivity and quality service are used as measures of performance. Further, the study differentiated itself by studying deposit money banks unlike others that focused on other organizations

Statement of the Problem

Many organizations in Nigeria particularly, deposit money banks in Port Harcourt have suffered a lot of setbacks in business due to ineffective employee performance. This challenge has made many organisations unable to achieve most of their objectives. Many authors such as Edwinah (2006); Stephen and Timothy (2007) and the host of others have associated the cause of this challenge to poor and ineffective communication in organisation. The researcher in line with the authors also observed and identified some problems associated with ineffective communication in some deposit money banks in Port Harcourt such as dissatisfaction, disloyalty etc.

Given that the above observations might be true in line with the authors, therefore, the problem of the study was to examine the effect or organisational communication on employee performance in deposit money banks in Port Harcourt.

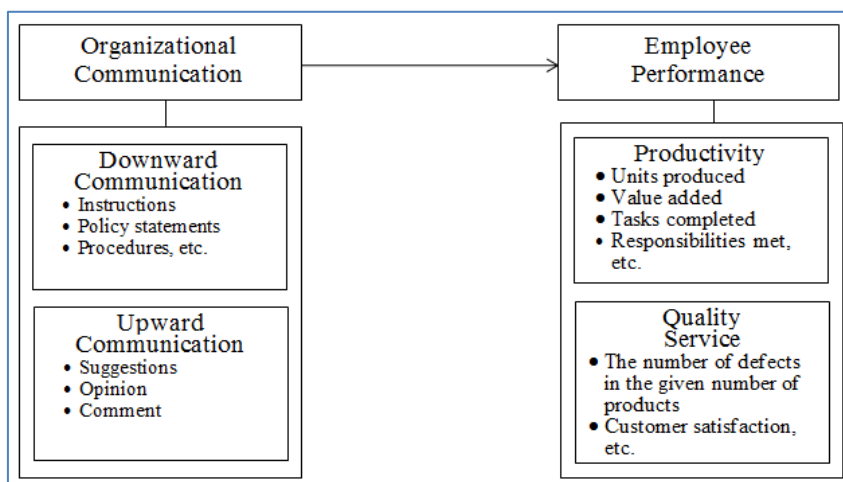


Fig-1: Conceptual Framework showing the Relationship between Organizational Communication and Employee Performance.

Source: Researcher Conceptualization (2021)

Aim and Objectives of the Study

The aim of the study was to examine the relationship between organizational communication and Employee performance in deposit money banks in Port Harcourt.

Specifically, the objectives were to:

1. Determine the relationship between downward communication and employee productivity in deposit money banks in Port Harcourt.
2. Determine the relationship between downward communication and employee quality service in deposit money banks in Port Harcourt.
3. Determine the relationship between the upward communication and employee productivity in deposit money banks in Port Harcourt.
4. Determine the relationship between upward communication and employee quality service in deposit money banks in Port Harcourt.

Research Questions

1. What relationship has downward communication with employee productivity in deposit money banks in Port Harcourt?
2. What relationship has downward communication with employee quality service in deposit money banks in Port Harcourt?
3. What relationship has upward communication with employee productivity in deposit money banks in Port Harcourt?
4. What relationship has upward communication with employee quality service in deposit money banks in Port Harcourt?

Research Hypotheses

- Ho₁:** There is no significant relationship between downward communication and employee productivity in deposit money banks in Port Harcourt.
- Ho₂:** There is no significant relationship between downward communication and employee quality service in deposit money banks in Port Harcourt.
- Ho₃:** There is no significant relationship between the upward communication and employee productivity in deposit money banks in Port Harcourt.
- Ho₄:** There is no significant relationship between upward communication and employee quality service in deposit money banks in Port Harcourt.

REVIEW OF RELATED LITERATURE

Conceptual Review

The Concept of Communication

Human societies are characterized by a network of interactions. This implies that humans in society, in a way, relate with one another. There is no interaction between individuals that is feasible without one type of communication or the other for instance, in an organizational setting; there is always interaction between the CEO and members of the organization. In the absence of communication, this interaction would not be feasible. It is communication that links the CEO and the entire subordinates. In the absence of communication, organisational members would be isolated, having nothing to share with one another. But it is certain this scenario cannot be seen in human society. Humans certainly relate or interact with one another. It is communication that makes this interaction easy.

Communication is as old as man. Human life and communication are inseparable. As long as there is life, there will always be one form of communication or the other. Infact, because of the crucial roles of communication in human life, it is not out of place to conclude that communication is life and life is communication (Tayo and Olamigoke, 2006).

Unfortunately, it is the lack of proper understanding of the significant role of communication in human relations that often results in avoidable misunderstanding, disagreement, crisis, poor and ineffective employee performance, and sometimes conflicts among nations, between groups within a nation, within families and of course within organizations. On the Other hand, effective communication often leads to understanding, cooperation, peace and progress in human societies and enhanced employee performance (Tayo & Olamigoke, 2006).

To work towards the accomplishment of goals, management must communicate the goals and plans to the members of organization. It takes communication to systematize, coordinate and implement control. Communication is hence imperative to the survival and achievement of organisational goals and objectives.

Communication is one activity that glues an organisation together and also makes things happen in it. Organization consists of human beings who must interact to achieve common targets. Organization also interacts with the external environment. Communication is the avenue of this interaction, such that without communication there can be no business (Edwinah, 2006).

Communication is one of the most primary roles of management. The manager can make a good decision, have well-conceived strategies, sets up a strong organizational structure, and even be well connected by his associates. Communication forms a basis for management by objectives, long range strategic goal setting and policy formulation, strategic planning, organisation development and organization effectiveness, control, decision-making and allied managerial activities, aimed at effective achievement of organisational goals. The manager cannot get the work done through the employees unless he is sure of some basic facts. For example; the workers are to be communicated of what he wants to be done, he has to decide how it is to be communicated, and what results can be expected from the communication (Okere, 2013).

Since communication is very complex, multi-dimensional and multi-faceted, it is very difficult to give a definition that will be acceptable to all. As there are many authors and experts in the field of management and other related fields, so there are varied definitions. For instance; Fiske (1990) in Tayo and Olamigoke (2006) defines communication as “a process of social interaction through messages” Jayawere (1991) in Tayo and Olamigoke (2006) further amplifies this definition, describing it as “an interaction process through which persons or groups relate to each other and share information, experiences and culture”.

According to Okunna (1999) in Tayo and Olamigoke (2006) to communicate basically means “to share ideas, information, opinions, feelings or experiences, communication is derived from the Latin words *communis*, which means ‘common’. Therefore, when we communicate, we are trying to establish a common ground or ‘*communes*’ when there is no common ground between two persons engaged in communication, communication can never be effective”.

Similarly, Kazmier (1977) defines communication as “the process of passing information and understanding from one person to another”. Brown (1988) also defines communication as a process of transmitting ideas or thoughts from one person to another for the purpose of creating understanding in the thinking of the person receiving the communication. A very simple and concise definition of communication may be that; “it is a process of transmitting information, thoughts, opinions, messages, fact, ideas or emotions and understanding from one person to another” (Okere, 2013).

Stephen and Timothy (2007) stressing on the definition of communication say; “no group can exist without communication: the transference of meaning among its members. It is only through transmitting meaning from one person to another that information and ideas can be conveyed. Communication, however, is more than merely imparting meaning. It must also be understood. Therefore, communication must include both the transference and the understanding of meaning”. In line with Stephen and Timothy (2007) Harold, Cyril, and Heinz (1984) defines communication as the transfer of information from the sender to the receiver with the information being understood by the receiver.

The Concept of Employee Performance

Organisational climate controls the level of morals and attitudes employees bring to work to bear on their performance. On the other hand, effective organisational communication makes organizational climate conducive as employees communicate and interact with one another freely to enhance their performance (Tina, 2014). The concept of employee performance has been viewed differently by various authors and researchers. For example, Casio (2006) defines employees’ performance as; “the degree of an achievement to which an employee fulfills the organisational mission at work place”.

Okere (2013) views employee performance as; “a record of the person’s accomplishments” Kane (1996) in Okere (2013) defines it as “something that a person leaves behind and that exists apart from the purpose”. Similarly, Bermadin, Kane, Ross, Spaine and Johnson (1995) sees employee performance as; “the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions”.

Balyan (2012) suggests that organization must understand the benefits that associate with employee performance and hence put efforts to ensure that employee performance is encouraged or enhanced. The author goes further to say that organisational objectives such as profitability, quality, efficiency, productivity, etc. could only be achieved when the performance of employees are enhanced. To enhance employee performance however requires effective communication which allows employees to interact and communicate with one another freely. Buttressing this

view, Edwinah (2006) states; “effective communication is important for the achievement of organizational goals which include increased efficiency, quality responsiveness to customers and innovation”.

According to Akbar and Johanzaib (2012) employee performance improvement is tantamount to organisational performance enhancement. That is to say that when employee performance is enhanced, organisation’s performance is also enhanced. Based on this view, organization tries to appraise the performance of its employees to ensure that their performance is congruent with organisational goals. It therefore takes an effective communication on the part of the management to convey their ideas, opinions, instructions to the subordinates to ensure compliance.

Empirical Review

This section briefly reviews the empirical studies that have been carried out and published on organisational communication and employee performance. The primary aims are to ascertain relevant findings and identify possible gaps that the paper could fill.

Theoretical Foundation

According to Tayo and Olamigoke (2006) several social psychological theories help us to understand the kinds and level of effects communication has on employees. Some of such theories are: the individual differences theory. The theory posits that since individuals are biologically psychologically and physiologically different, they are not bound to react to message in a uniform way.

Another relevant theory is the theory of selective processes. This encompasses selective exposure, selective perception; selection; retention; selective – recall and selective action (Tayo & Olamigoke, 2006). Individuals selectively expose themselves to certain messages based on their needs and the benefits they expect to derive from that exposure. In terms of perception, when people are even exposed to a message, they tend to interpret it differently to suit their existing attitudes, predisposition and preconceptions. Of the messages a receiver is exposed to, not all is remembered. So receivers selectively retain information or message they hope to use at a later date.

According to Tayo and Olamigoke (2006) people retain in their memory, aspects of the message that are relevant to their current needs or situations or that may be relevant in future. Even of the information that is stored in the human brain, not all can be recalled for use when it is needed. For example, can we recall or reconstruct every detail about stories we read in the newspapers or magazines?

Another significant sociological theory that explains communication’s effects is the social categories theory (Tayo & Olamigoke, 2006). This theory stipulates that communication audiences do not all have all the same characteristics and they do not expose themselves to the mass media in the same way. Rather, according to Bitterner (1989) the audience is made up of different sub-groups, and each containing a “mass within a mass”. Members of each sub-group are said to belong to a social category, and are most likely to have similar interest and attitudes. These common interests and attitudes to a large extent, determine which mass media members of the group use, know they use them and the impact this may have on them.

As for this study, we shall be limited to the social relationships theory. Stephen and Timothy (2007) suggest that human societies are characterized by a network of interactions. This means that people in a society, in a way, relate with one another. According to the authors, no interaction between persons is possible without one form of communication or the other. And there is no way performance of employees could be enhanced without communication or interactions with one another. For example; in an organisational setting, there is usually interaction between the MD and members of staff. There is also interaction between employees of an organization. Without communication, this interaction would not be possible. Without communication and interaction, people in organization would be isolated having nothing to do with one another. But we do know that this situation is not possible in human society. People indeed do relate or interact with one another. It is communication that facilitates this interaction that eventually impact positively on employee performance.

METHODOLOGY

3.1 Research Design

With respect to other dimensions of research design, this is a hypothesis testing, correlational, non-contrived and cross-sectional survey with individuals as the units of analysis.

Population for the Study

Given the limited personal fund and time available to us, we did not have sufficient resources to cover the entire country. Consequently, our accessible population consisted of 500 employees drawn from the fifteen deposit money banks in Nigeria that have existed for five years and above and which operational offices were located in Port Harcourt.

Table-1: Showing the population frame of the fifteen selected deposit money banks in Nigeria that have existed for five years and above and which operational offices were located in Port Harcourt.

S/No	Names of Deposit Money Banks	Locations of Banks in Port Harcourt	Number of Employees in Each Bank
1	First Bank	Aba Road, Port Harcourt	40
2.	UBA	Ikwerre Road, Port Harcourt	35
3.	Union Bank	Azikiwe Road, Port Harcourt	35
4.	Zenith Bank	Aba Road, Port Harcourt	30
5.	Polaris Bank	Ikwerre Road, Port Harcourt	25
6.	Eco Bank	Aba Road, Port Harcourt	30
7.	Keystone Bank	Aba Road, Port Harcourt	30
8.	GTB	Ikwerre Road, Port Harcourt	30
9.	FCMB	Aba Road, Port Harcourt	25
10.	Access Bank	Ikwerre Road, Port Harcourt	70
11.	Sterling Bank	Oluobasanjo Road, Port Harcourt	25
12.	Heritage Bank	Oluobasanjo Road, Port Harcourt	30
13.	Unity Bank	Azikiwe Road, Port Harcourt	27
14.	Stanbic IBTC Bank	Aba Road, Port Harcourt	38
15.	Fidelity Bank	Ikwerre Road, Port Harcourt	30
Total Number of Employees			500

Source: Internet and Some Principal Officers in each Deposit Money Banks in Port Harcourt.

Table 1 above therefore shows the population frame of 500 employees of the fifteen selected deposit money banks that have existed from five years and above which operational offices were located in Port Harcourt.

Sample and Sampling Techniques

A sample is a representative subset of the population. It comprises some members selected from the population. In other words, some, but not all, elements of the population would form the sample as much as possible, in a way that studying the sample; the researcher should be able to draw conclusions that would be generalizable to the entire population (Ahiauzu & Asawo, 2016). According to Baridam (2001) we can determine sample size from a homogenous population by using Taro Yamane’s formula as shown below:

$$n = \frac{N}{1 + N(e)^2} \tag{1}$$

Where:

- n = Sample size
- N = The population of the study
- 1 = Constant
- e = Degree of error

Thus, applying the formula we have;

$$n = \frac{500}{1 + 500(0.05)^2}$$

$$n = \frac{500}{1 + 500(0.0025)}$$

$$n = \frac{500}{1 + 1.25}$$

$$n = \frac{500}{2.25}$$

$$n = 222$$

The calculation above shows that two hundred and twenty two (222) employees or respondents will be administered with copies of questionnaire.

The researcher also used Bowley (1964) formula to determine the sample size for employees in each of the selected deposit money banks in Port Harcourt.

Formula:

$$N_h = \frac{nN_h}{N} \tag{2}$$

Where:

- N_h = Number of employees in each selected deposit money banks in Port Harcourt.
- n = Sample size of the fifteen selected deposit money banks in Port Harcourt.
- N = Total population size

Nature/Sources of Data

In this study, both types of data were used for example, secondary data that were obtained from books, periodicals, documents and other research reports (literature survey) were used in the formulation of our research problem and hypotheses, construction of research questions and design of our theoretical, operational and conceptual frameworks. The primary data were generated from our field survey through questionnaire as responses by our sample elements (respondents). These were considered as primary data due to their source and specific importance to solve our research problem, answer the research questions and test the research hypotheses.

Methods of Data Collection/Instrumentation

Our instrument for data collection in this study however, involved the use of questionnaire. Questionnaire enabled us elicit information from our respondents. All the four measurement tasks of operationalising this study was done through the conceptual, theoretical and operational framework that was developed in chapters one and two. These frameworks, with other supporting figures provided the dimensions, measures and indices of the variables of the study. It is appropriate to state that the operationalisation was anchored on the convention that variables exist at different level (Zeb-Obipi, 2007 & Zeb-Obipi, 2018/2019 lecture note on Advance Research Method). The levels that were applied in this study are: (a) concepts/phenomena (b) construct/dimensions and (c) indicators/measures.

Validity of Instrument

This study used face and sampling validity. Face validity according to Baridam (2001) is concerned with the researcher’s subjective evaluation as to the validity of a measuring instrument. In other words, it deals with the extent to which it measures that which is appears to measure according to the researcher’s subjective assessment.

Reliability of Instrument

Reliability refers to the consistency or precision of the measure (Baridam, 2001). In this study, reliability test was determined using statistical package for social sciences (SPSS) and relying on the Nunally’s (1978) Cronbach’s alpha threshold of 0.7 and above. That is only items that return alpha values of 0.7 and above were used.

Administration of Instrument

Response options for questions on the various measures of the key variables were put in a five-point likert scale (5 – strongly agree to 1 – disagree). Respondents were expected to rate themselves on the measures implied in each question. The questionnaire was tested through colleagues (peers) reviews and supervisors’ approval. For this study, copies of questionnaire were distributed and collected from the two hundred and twenty-two employees that were drawn from the fifteen selected deposit money banks in Nigeria which have existed for five years and above which operational offices were located in Port Harcourt. Efforts were made to serve each deposit money bank’s copies of questionnaire for the respondents personally through the assistance of the bank officials.

Method of Data Analysis

Our primary data were analyzed with the use of descriptive statistics. Whereas the secondary data were tested with the use of Spearman’s Rank Order Correlation Coefficient stated as follows:

Follows:

$$r_s = 1 - \frac{6 \sum d^2}{n(n^2 - 1)} \tag{5}$$

Where;

- d = difference between the two ranked variable
- n = number of data pairs
- Σ = the summation symbol

Decision Rule

Our decision rule was based on the decision rule for ACCEPTANCE (where $P > 0.05$) or REJECTION ($P < 0.05$) of the null hypotheses.

Data presentation, analysis, results and discussion of finding

This chapter focuses on presentation of primary data obtained from the field, analyses of the data, and discussion of findings as concerned to the test of hypotheses. It starts with the presentation of demographic data, and progresses to univariate analysis and bivariate analysis.

Table-2: Distribution and Retrieval of Instrument

S/N	Company	No. Distributed	No. Retrieved	No Not Retrieved	Percentage Retrieved	Percentage Not Retrieved
1.	First Bank	18	14	4	6.3%	1.5%
2.	UBA	16	15	1	6.7%	0.5%
3.	Union Bank	16	14	2	6.3%	0.9%
4.	Zenith Bank	13	13	0	5.6%	0%
5.	Polaris Bank	11	11	0	4.9%	0%
6.	Eco Bank	13	12	1	5.4%	0.5%
7.	Keystone Bank	13	11	2	5.0%	6.8%
8.	GTB	13	12	1	5.4%	0%
9.	FCMB	11	11	0	4.9%	0.5%
10.	Access Bank	31	25	6	11.2%	0%
11.	Sterling Bank	11	10	1	4.5%	2.8%
12.	Heritage Bank	13	12	1	5.4%	0.5%
13.	Unity Bank	12	11	1	4.9%	0.5%
14.	Stanbic IBTC Bank	18	12	6	5.4%	0.5%
15.	Fidelity Bank	13	13	0	5.9%	0%
	Total	222	196	26	88%	12%

Source: Field Data, 2019

Table 4.1 as shown above indicates that out of two hundred and twenty two (222) copies of the questionnaire distributed, a total of one hundred and ninety six (196) copies were successfully retrieved representing 88% of the total copies distributed. While the researcher was unable to retrieve twenty six copies representing 12%. Nevertheless, the rate of the retrieved copies (88%) was greater than the rate of the unretrieved copies (12%), thus the data was deemed valid for analysis of the research questions and hypotheses under study.

DATA ANALYSIS AND RESULTS**Univariate Analysis of the Variables****Table-3: Descriptive Statistics of Downward Communication**

S/N	Items	N	Min	Max	Mean	Std. D	Decision
DC1	You are kept informed about how well organizational goals and objectives are being made.	196	1.00	5.00	3.8214	0.6214	Agreed
DC2	You are notified in advance of changes that affect your job	196	1.00	5.00	3.8979	0.3412	Agreed
DC3	Top management is providing you with the kinds of information you really need	196	1.00	5.00	4.1888	0.4318	Agreed
DC4	You are pleased with the management's effort to keep employees current on recent development that relate to the organization's welfare such as success in competition, profitability and future plans	196	1.00	5.00	4.0867	0.3505	Agreed
DC5	Management provides you with information relating to task directive, job instruction; information designed to create understanding of tasks and their relationships to other organisational task	196	1.00	5.00	3.9183	0.3461	Agreed
	Valid N (likewise)	196					

Source: SPSS Output.

Table 3 above reveals mean scores of 3.8 and above across all the response items.

Table-4: Descriptive Statistics of Upward Communication

S/N	Items	N	Min.	Max.	Mean	Std.D	Decision
UC 1	You can expect that recommendations you make will be heard and considered seriously	196	1.00	5.00	3.7346	0.4111	Agreed
UC 2	You believe your views have real influence in your organization	196	1.00	5.00	4.1785	0.3412	Agreed
UC 3	Your superior listens to you when you tell him/her about things that are bothering you	196	1.00	5.00	4.0153	0.6101	Agreed
UC 4	You can communicate job frustration to your superior	196	1.00	5.00	3.5612	0.3611	Agreed
	Management allows you to make comments and also object to certain plans, instructions or order that bother you						
UC 5	You can expect that recommendations you make will be heard and considered seriously	196	1.00	5.00	3.7346	0.4111	Agreed
Valid N (likewise)		196					

Source: SPSS Output

Table 4 above reveals mean scores of 3.5 and above across all the response items.

Table-5: Descriptive Statistics of Organizational Communication

	N	Minimum	Max.	Mean	Std. Deviation
DC	196	1.00	5.00	3.6454	0.3616
UP	196	1.00	5.00	3.6520	0.3335
LC	196	1.00	5.00	2.4455	0.3521
Valid N (likewise)	196				

Source: SPSS Output.

Table 5 shows the mean scores of the three dimensions of organizational communication comparatively reveal their unique positions or level of utilization in deposit money banks in Rivers State.

Table-6: Descriptive Statistics of Productivity

S/N	Items	N	Min.	Max.	Mean	Std. D	Decision
P 1	Adding values to product or service produced is one of the ways an employee productivity could be described in my organization.	196	1.00	5.00	3.9141	0.4342	Agreed
P 2	In my organization, employees work hard to ensure that their tasks are completed as this, is a measure of their productivity.	196	1.00	5.00	4.2653	0.4014	Agreed
P3	Employee in my organization, labour hard to have their responsibilities met as this would describe them as being productive.	196	1.00	5.00	3.9897	0.4112	Agreed
P4	In my organization, the number of products sold by an employee could also identify or describe him or her as a productive one.	196	1.00	5.00	4.0357	0.4313	Agreed
P5	In my organization, employee productivity could be measured by the units of products produced by an employee.	196	1.00	5.00	3.5918	0.4351	Agreed
Valid N (likewise)		196					

Source: SPSS Output

Table 6 above reveals means score of 3.5 and above across all the response items.

Table-7: Descriptive Statistics of Quality Service

S/N	Items	N	Min.	Max.	Mean	Std. D	Decision
QS 1	In my organization, quality is known for its fitness for use while conformance to specification	196	1.00	5.00	4.3010	0.3184	Agreed
QS 2	Besides fitness and conformance to specification, quality also concerns the time and cost at which the product or service is delivered	196	1.00	5.00	4.2653	0.3612	Agreed
QS 3	A quality product or service is durable and reliable and ensure an organisation's market share competitive position and customer satisfaction among others	196	1.00	5.00	4.3061	0.3742	Agreed
QS 4	Quality of employee service/products can be measured using the number of defects in a given number of products or services; more generally, customers' satisfaction could be used	196	1.00	5.00	3.8673	0.3713	Agreed
QS 5	In my organisation, managers have a task to ensure that all employee work toward achieving the production of quality products and services. They do this because organisation cannot excel if its products and services are below standard	196	1.00	5.00	4.2091	0.3383	Agreed
	Valid N (likewise)	196					

Source: SPSS Output

Table 7 above reveals mean scores above 3.8 and a maximum of 5 across all the response items.

Table-8: Descriptive Statistics of Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Productivity	196	1.00	5.00	3.9651	0.3807
Quality Service	196	1.00	5.00	3.8492	0.3251
Effectiveness	196	1.00	5.00	3.7410	0.3437
Valid N (listwise)	196				

Source: SPSS Output.

Table 8 shows the mean scores of the three measures of employee performance to comparatively reveal their unique ranking positions in the deposit money banks in Rivers State.

Bivariate Analysis

The hypotheses tested were in four categories involving the bivariate analysis; those on downward communication, upward communication, lateral communication, values and assumption as they have their alternate forms with focus to their influence on employee performance.

Upward Communication and Employee Performance:

- H₀₄:** There is no significant relationship between upward communication and employee productivity in deposit money banks in Port Harcourt.
- H₀₅:** There is no significant relationship between upward communication and employee quality service in deposit money banks in Port Harcourt.
- H₀₆:** There is no significant relationship between upward communication and employee effectiveness in deposit money banks in Port Harcourt.

Table-9: Correlations between Upward Communication and Employee Performance

			Upward Communication	Profitability	Quality Delivery	Effectiveness
Spearman's rho	Upward Communication	Correlation Coefficient	1.000	.723**	.516**	.632**
		Sig. (2-tailed)	.	.000	.000	.000
		N	196	196	196	196
	Productivity	Correlation Coefficient	.723**	1.000	.555**	.415**
		Sig. (2-tailed)	.000	.	.000	.000
		N	196	196	196	196
	Quality Service	Correlation Coefficient	.516**	.555**	1.000	.727**
		Sig. (2-tailed)	.000	.000	.	.000
		N	196	196	196	196
	Effectiveness	Correlation Coefficient	.632**	.415**	.727**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	196	196	196	196

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

Summary of Findings

Based on the analyses of data, the following summary of findings was made: There is a significant relationship between downward communication and employee productivity in deposit money banks.

There is a significant relationship between downward communication and employee quality service in deposit money banks.

There is a significant relationship between upward communication and employee productivity in deposit money banks. There is a significant relationship between upward communication and employee quality service in deposit money banks.

CONCLUSION

Based on the outcomes and result of the theoretical and empirical activities found in this study, it is noteworthy to state that effective organisational communication creates mutual understanding between management and employees. This understanding helps in building genuine relationship between both parties in organisation. Management's regular articulation of policies, goals; objectives and their prompt communication to employees helps to enhance performance. This explicitly denotes communication as a means through which information; instructions, directives; guidelines and resources needed to carryout assignments, roles or duties and the expected results are made known to subordinates and also makes work easier for enhanced performance. Thus, the study concluded that there is a significant positive relationship between organisational communication and employee performance in deposit money banks in Nigeria.

RECOMMENDATIONS

Based on the findings, the following recommendations were made to enhance effective organisational communication and employee performance:

1. Downward Communication: Management of deposit money banks in Nigeria should ensure that there is consistent recognition of subordinates, updating and informing them of necessary adjustments which may affect their jobs (duties and responsibilities), and as well providing platforms to engaging employees in decisions. These will enhance the capacity and drive for employees to showcase high performing standards via productivity and quality service
2. Upward Communication: There should be aptly and consistent flow of information and acquaintance of events and occurrences from the subordinate level (opinion position) to the managerial level (decision position). This will help maintain uprightly structural mutuality and understanding and thus foster a more harmonious working environment which is important for actualizing employee productivity and quality service.

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