
LEADERSHIP COMMUNICATION AND ORGANIZATIONAL EFFECTIVENESS OF DEPOSIT MONEY BANKS IN PORT HARCOURT, RIVERS STATE, NIGERIA

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Abstract

Leadership communication plays an important role in effectiveness of organizations, particularly, deposit money banks in Port Harcourt, Rivers State, Nigeria. It can improve productivity and increases collaboration among employees. In this paper, we present a yet to be tested empirical study to measure the role of leadership communication on Organizational Effectiveness of deposit money banks in Port Harcourt. The researcher employed the organizational culture to moderate the relationship between leadership communication and organizational effectiveness of deposit money banks in Port Harcourt. The researcher used structured questionnaire to collect data from 44 respondents made up of top managers, middle managers and workers. Taro Yameni was used to determine the accessible population of the study. Tables were used by the researcher to analyze the responses of the respondents concerning the relationship between each dimension of the predictor variable and a measure of criterion variable. So far by the outcome of the tables of analysis of the respondents, there seem to be a significant relationship between leadership communication and organizational effectiveness. Until the formulated hypotheses are empirically tested, there could not be any scientific assertion to be made.

Keywords: Organizational leadership. Organizational Effectiveness. Organizational Culture.

Introduction

The financial sector in Nigeria is dominated by the banking sector, especially the commercial banking. The deposit money banks (DMBs') accounts for 93.0 per cent of non-central assets in 2000 (World Bank, 1995) and 94.0 and 95.2 per cent of the aggregate financial savings in 2002 and 2003, respectively as well as above 60.0 per cent of the stock market capitalization. The role of Deposit Money Banks (DMB) in any economy cannot be overemphasized, given their resource mobilization and intermediation role. The primary responsibilities of banking institutions in every economy are financial resource mobilization and intermediation. They engage in the redirection of funds from surplus spending units to deficit spending units. In other words, banks provide funds used as capital input by producers in other sectors of the economy, as well as by final consumers (Osinubi and Akinyele, 2006; Sawyer and Veronese

(2017). These institutions perform a variety of tasks and responsibilities which not only contribute to the transformation of the economy but also enable it to function in an efficient and effective manner. These tasks and responsibilities are distributed among teams, which are assigned to fulfill their duties in a specific manner for an efficient organizational procedure (Arter, 2011).

In their view which agrees with the opinions of others writers expressed here, Kanayo and Micheal, 2011, opined that banking system occupies a unique position in every economy, Nigerian economy is not an exception. Most of the developing economy places more responsibilities on the banking sector to support the economic activities of the nation. Example banks are expected to mobilize the needed capital to facilitate production, generate employment and income.

It is obvious from the outgoing, that Service based firms like the banking industry requires human resources as constituting the most important factor of production. The importance of the human asset is further underscored by its strategic nature given that decision and utilization of other factors of production are taken by personnel of a business concern (Cole, 2005). Thus, human activities within the organization in terms of the qualities of decisions made, risk-taking, innovation and initiatives will have direct impact on the performance of the organization. However, Deposit Money Banks (DMBs) face significant challenges, but the most critical of all in the researcher's perspective is organizational human resources

The centrality of the human resource in enterprise management is a generally accepted dictum. It is in this light that management needs to make adequate investment in human factor. It should be noted that there is no competitive weapon more potent and effective in the banking sector than the quality of its human resources. Sanusi (2010) remarked that machines and advanced technology can provide informational and transactional convenience but only manpower can provide the credibility, creativity and care that can build long-term customer and client relationships. In other words, there is need for capacity building in our system to enable us cope with the wind of technological development. Besides, no matter how accurate or competent a computer is, it cannot feed itself with input and it can neither offer a welcoming smile nor a warm handshake (Ochejele, 2003).

Banking (indeed the entire sectors in the financial market) is people-related and the quality of personnel will make the vital distinction between what constitutes a good bank and a bad one. Consequently, of all the challenges facing the Nigerian banking sector, human capital development is the most daunting...

This aspect of the challenge in banking industry, particularly Deposit Money Bank highlights other problems in corporate strategies, problem not meeting up with the liquidity issues of the industry. This is because it has to involve what leaders do and how they communicate what they do. When leaders or managers set corporate goals and objectives of the organization and in this case, banking, and communicate these policies effectively, definitely, the organization with group cohesion, will achieve its shared goals and aspirations.

The importance of organizational effectiveness in deposit money banks in Port Harcourt cannot be over emphasized.

In this work, the Organizational effectiveness can be proxied by, operating effectiveness, process effectiveness and organizational health.

On the predictor variable, various dimensions have been adopted by various scholars, however, this study approaches or seeks to approach the discussion from the perspective of Leadership Communication, where leadership communication is a complex process that begins with developing effective communication strategies to control a situation in an organization. According to Barret (2008), leadership communication aims to convey messages to control, direct, and motivate individuals or groups in the organization.

The dimensions of leadership communication include many other dimensions like written, oral and gesture communication; however, the study adopts interpersonal communication, persuasive communication and problem-solving communication as dimensions of leadership communication.

Besides, the study seeks to understand the role of Organization Culture and how it affects leadership communication and organizational effectiveness, where organizational culture according to Schein (2010) can be thought of as the foundation of the social order that we live in and of the rules we abide by. He opined further that Culture implies some level of structural stability in the group. When we say that something is “cultural” we imply that it is not only shared but also stable because it defines the group. After we achieve a sense of group identity, which is a key component of culture, it is our major stabilizing force and will not be given up easily. Culture is something that survives even when some members of the organization depart. Culture is hard to change because group members value stability in that it provides meaning and predictability.

Sequel to the above, the study seeks to establish the relationship between leadership communication and organizational effectiveness of deposit money banks in Port Harcourt, Rivers State.

Statement of The Problem

The problem of this study is the poor organizational performance of deposit money banks in Port Harcourt, Rivers State. The problem of poor organizational effectiveness in deposit money banks is characterized by declining financial performance indicators such as high non-performing loans and low profitability, alongside poor customer service and technological failures. Internal issues like high employee turnover, low commitment, workplace conflict, resistance to change, weak organizational structure, and mismanagement also manifest from ineffective practices. poor corporate governance, lack of stakeholder wealth maximization, lack of stakeholder’s confidence, lack of corporate will from the customers etc. Some of the causes of poor organizational effectiveness include poor organizational change practices, workplace conflict, and poor knowledge utilization.

Poor organizational change practices refers to the actions in which a company or business alters a major component of its organization for a better result or outcome. Organizational change is inevitable in a progressive culture. Organizations survive, grow or decay depending on the changing behaviour of employees. Change in an organization is inevitable, and this affects employee productivity positively or negatively when not properly managed. Today

organization tries to achieve fast growth, continuum improvement, profitability, preparation for future, and top situation in their activities in global spectrum. (Salajegheh et al 2015).

Organizational life usually involves workplace conflict, which, in many cases, is caused by communication failures, role ambiguity, resource competition, and leadership issues. Igbokwe 2024, supports the view that expenses of conflict can be particularly destructive in banking institutions where teamwork and decision-making speed are vital elements to consider. Uncontrolled conflicts can lead to transaction delays, customer service errors, turnover, absenteeism and even reputation damage.

It is true that the twenty-first century is undoubtedly the century of knowledge. The everyday usage of available advanced information, business and internet technologies in business activities confirm that this is not only a phrase from the literature, but the reality. Thus, globalization has brought about many modern trends, and companies have the task to adopt them as quickly, easily and painlessly as they can in order to survive in the competitive market of knowledge utilization (Hahn, and Wang, 2019). It has been observed that the vital strategic resource today is the knowledge utilization of individuals in organizations; hence by realizing the major value of intellectual resources, companies have begun to manage rationally and improve them.

Alvarenga et al (2020) and Feroz et al., (2021), have argued for digital transformation to improve organizational effectiveness. To transform business procedures, company culture, and the customer experience, companies are engaging in what is called "digital transformation. Many executives' attention has shifted to digital transformation as a means of keeping their companies relevant and innovative.

Nur L et al (2019), advocate the use of Holistic Organizational Effectiveness (HOE), which according to them Holistic Organizational Effectiveness (HOE) is the means of assesses how effective an organization is in doing and determining the things and conditions needed to achieve the results desired by the organization. Human resource behavior, structural, cultural, leadership, ethics, employee development and employee involvement are usually considered when measuring organizational effectiveness.

Despite the avalanche of various panacea to solving this problem, the problem of poor organizational effectiveness in the deposit money banks still persist. Besides, studies that have considered this problem from the world view of leadership communication are scanty, especially in Port Harcourt, Rivers State, Nigeria. Nevertheless, studies around this problem have been carried out in developed world, very few of them have been done within the Nigerian context. The again, studies that have adopted organizational culture as a moderating variable to this study are few.

Moreover, studies that have used high level of statistical techniques like Partial Least Square Method to assess the relationship between the variables are scant. The forgoing shows evidence of conceptual, contextual, methodological gap in literature; therefore, this study seeks to close the identified lacuna in literature by critically assess leadership communication and how it relates with organizational effectiveness of deposit money banks in Port Harcourt, Rivers State.

Based on the ongoing, this study attempts to join the organizational effectiveness discuss form the world view of leadership communication, using organizational culture as a moderating variable. Therefore, this study assesses the relationship between leadership communication and organizational effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Conceptual Framework

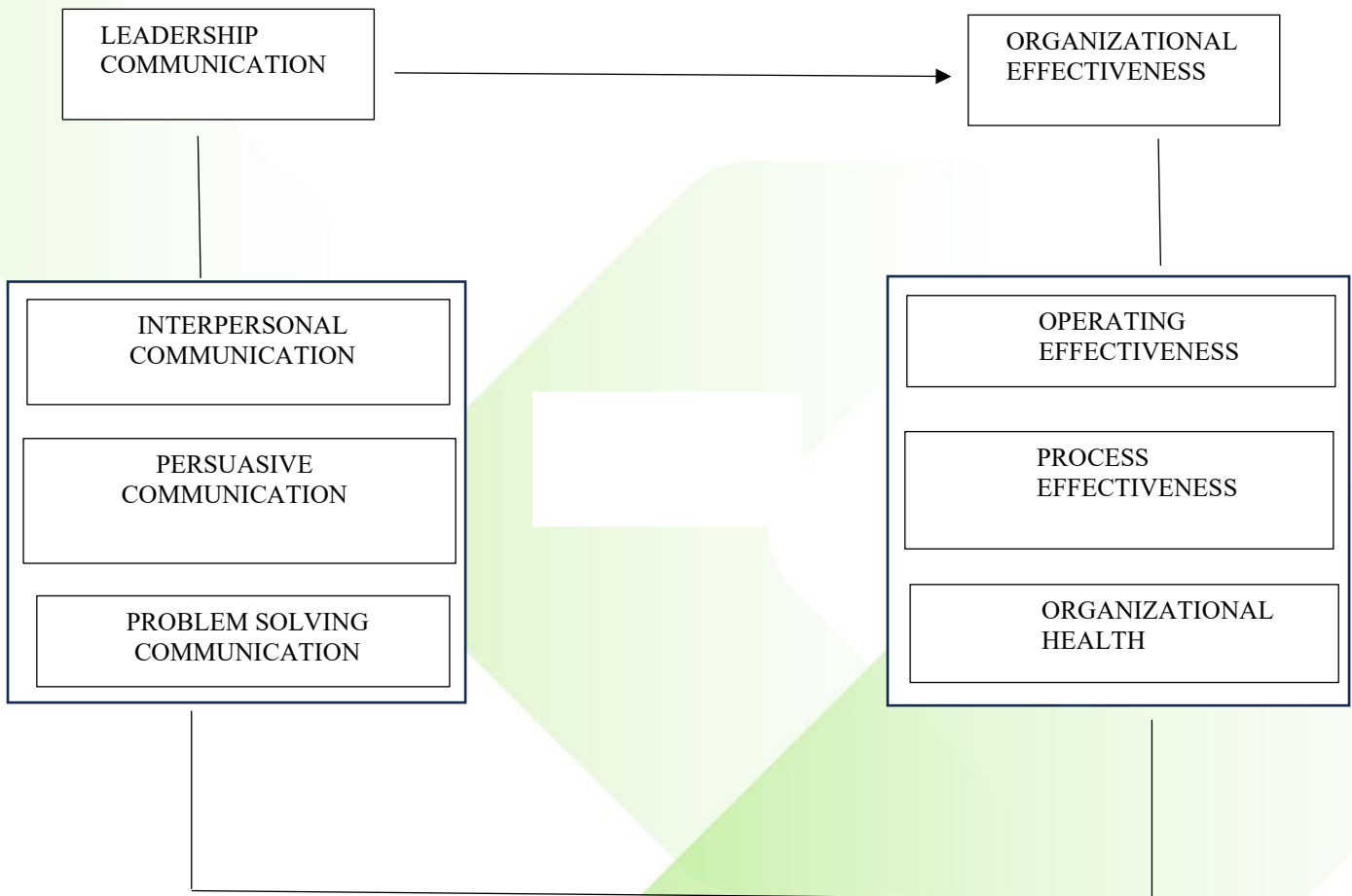


Figure 1: Conceptual Framework

1.3. AIM AND OBJECTIVES OF THE STUDY

The aim of the study was to investigate the relationship between leadership communication and organizational effectiveness of deposit money bank in Port Harcourt, Rivers State, Nigeran. The specific objectives are as follows;

- i. To assess the relationship between interpersonal communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
- ii. To investigate the relationship between interpersonal communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
- iii. To determine the relationship between interpersonal communication and organizational health effectiveness. of deposit money banks in Port Harcourt, Rivers State, Nigeria.

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- iv. To evaluate the relationship between persuasive communication and operative effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
 - v. To assess the relationship between persuasive communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
 - vi. To investigate the relationship between persuasive communication and organizational health effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
 - vii. To evaluate the relationship between problem-solving communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
 - viii. To determine the relationship between problem-solving communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.
 - ix. To investigate the relationship between problem-solving communication and organizational health of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Research Hypotheses

Ho1: There is no significant relationship between interpersonal communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho2: There is no significant relationship between interpersonal communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho3: Interpersonal communication does not significantly relate with organizational health of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho4: Persuasive communication does not significantly relate with operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho5: There is no significant relationship between persuasive communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho6: Persuasive communication does not significantly relate with organizational health effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho7: There is no significant relationship between problem-solving communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho8: Problem-solving communication does not significantly relate with process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Ho9: There is no significant relationship between Problem-solving communication and organizational health effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Review of Related Literature

Conceptual Review

Leadership Communication

“Leadership is a complex concept that has been studied from myriad perspectives both in organizational studies and across diverse disciplines” (Baxter 2020), One of disciplines that is inseparable from leadership studies is field of communication study. “Since the beginning, communication is a topic frequently associated with leadership” (Ruben & Gigliotti, 2016). For instance, research results stated that 60% to 70% of the time owned by leaders or CEOs

was spent on communication activities such as meetings, negotiations, meeting constituents, accepting aspirations, complaints, or controlling subordinates, and facing company crises. Thus, it is in accordance with a statement that "Leadership, first and foremost, is a communication-based activity" (Hackman & Johnson, 2014).

With the aim of grooming leaders with skillfulness in communication, universities like Northeast Louisiana University have offered an Integrative Business Seminar (IBS) which focuses on "skills in communication, team building, leadership, and problem solving in hands-on learning environment (Luse, 1999)". Learning institutions along with business and industry are now recognizing the impact of Effective Leadership, effective communication and leadership in the work environment. Additionally, Eastern Michigan University has recognized the importance of focusing on communication skills in their leadership training programs. Of the program, Stewart Tubbs, Dean of EMU's College of Business says "Classes that focus on leadership, communication, creativity and managing change are being added because they are important (Mercer, 1996)".

Leadership communication used in this study therefor is the strategic process by which leaders inform, inspire, and align teams through clear, empathetic, and authentic verbal, nonverbal, and written messages. It is only the process or the tool the leaders use to communicate, rather it also means the atmosphere that the leader activates that enable workers as individuals or teams to meaningfully interact and share ideas, knowledge. Feeling etc.

Organizational Effectiveness

Drucker believes that organizational effectiveness refers to the capability to make the best use available strategies, organizational settings, and organizational operations. Organizational effectiveness is the combination of the organization's capability to achieve its goals and the results requirements, business characteristics, organizational status and future development needs of organizations. Therefore, the organizational effectiveness evaluation needs to carry on the enterprise strategy effectively, reflecting the strategic orientation based on the capability to achieve. Organizational effectiveness refers to the efficiency and capability of an organization to realize its vision and goals, and it is one of the indicators to evaluate the development and vitality of the organization. Organizational performance refers to the quantity, quality, efficiency and profitability of organizational tasks in a certain period. By definition, the scope of organizational effectiveness is wider, and organizational performance is a part of organizational effectiveness (Jiang, 2010).

Leadership Communication and Organizational Effectiveness

Pascoe (2021), posits that the communication patterns of leaders in the workplace are vital to ensuring productivity and meeting organizational mission and goals. The quality of workplace communication from the leaders impacts the perceptions of employees about the workplace and their ability to fulfill organizational missions and goals.

Effective communication in an organization is very important for its success and growth. Communication should be effective and two ways, viz., from top to bottom and bottom to

top. It is important that each player learns how to communicate to seniors as well as to juniors. In fact, good communication is the foundation for sound management. No managerial activity is possible without communication, and a manager spends most of his/her working time communicating. Hence, it is no exaggeration to say that communication is very vital for every organization and the success of an organization largely depends on the effectiveness of the communication system in it. The preponderous, arguments for leadership communication suggest strongly that there is a relationship between leadership communication and organizational effectiveness.

Interpersonal Communication and Organizational Effectiveness.

Interpersonal Communication is the process of transmitting information and common understanding from one person to another, which is very essential for the success of any organization. Through interpersonal communication, the leader can share information, ideas, and tasks directly with the members of the organization. It must be effectively handled to ensure the attainment of the organization's goals. Vardaman and Halterman (1968) define communication inside the organization as the flow of information, materials, perceptions and understandings among the various stakeholders of the organization, all the methods, media and means of the communication, all the networks, channels, systems of communication or organizational structure, all the person – to – person interchange or interpersonal communication. They include all aspects of communication and make it comprehensive, because it advises that there is so plentiful things are going on in the organization. According to Wilson (2005), communication in different organization refers to various ways, strategies and tools which the employees uses(sic) in their official, Interpersonal, and small group communication activities. The easiness or complexity of the interpersonal communication process is dependent on the easiness or complexity of the organization. Sambe (2005), defines it as one that implies a flow of information in a societal system to bear its operation and to gear it towards attaining its predetermined goals. Also, Nwosu (1990) sees organizational communication as one which mentions fundamentally to group and interpersonal communication inside an organizational setting. Interpersonal communication gives emphasis on how organizational structures distress communication between the employees that brands up the organization and how those organization structures are in turn affected by interpersonal communications.

From the outgoing, it is clear that interpersonal communication can positively and negatively affect organizational effective, fortunately, the curve is skewed towards positivity. Interpersonal communication in an organization should be harnessed properly in order to achieved it intended aim of increasing or improving organizational effectiveness.

Persuasive Communication and Organizational Effectiveness

Persuasive business communication is the foundation of any successful organization regardless of size, industry or geography. Through persuasive communication, leaders can encourage members of the organization to be more productive, such as by motivating, expressing appreciation, raising awareness, giving advice, and inspiring the workforce. The

ability to be persuasive in achieving communication goals require trusting, and positive relationships. The essence of persuasive communication lies in its ability to sway opinions, inspire action, and cultivate a shared vision among stakeholders. In the realm of change management, where resistance and skepticism often loom large, persuasive communication serves as a catalyst for overcoming barriers and mobilizing support.

Effective persuasive communication in change management requires a nuanced understanding of human psychology, communication dynamics, and organizational culture. It demands clarity of purpose, authenticity, and empathy in conveying messages that resonate with diverse audiences. Moreover, it necessitates strategic alignment with broader organizational goals and values to instill a sense of purpose and direction among stakeholders (Rahmi, 2023). It seems reasonable to conclude that one of the most inhibiting forces to organizational effectiveness is a lack of effective (persuasive) communication (Lutgen-Sandvik, 2010).

Problem-solving Communication Skill and Organizational Effectiveness

Furthermore, through problem-solving skills, the leader is able to create the proper communication skills to solve the problem in associations where the leader is able to talk, discuss, monitor, share, identify, get information and feedback, and resolve the problems. These aspects are very practical for the leader in improving the quality of the leader's communication in the organization towards the proper interaction of leadership communication that contributes to the success of the organization. Problem solving starts with identifying a problem state and forming an understanding of the nature of that condition (Rahman 2019). Previous studies show problem-solving is a cognitive process (Elaby et al 2022; Ergin et al 2019; Rahman 2019). Problem-solving is a cognitive brain activity to find solutions to problems or identify means to achieve goals (Elaby et al 2022). However, a cognitive process of problem solving can be converted into a particular situation when there is no clear solution method for the problem solver (Ergin et al 2020). In addition, problem-solving is required to identify the tool and use the cognitive strategies that are appropriate to the problem encountered (Tasgin & Dilek 2023). Thus, the leader should take action for their association. To produce output of better association quality, the leader must be capable of building a proper communication relationship when the organization encounters any constraints. In order to solve problems, leaders play an important role in finding the best solution through the right communication with members of associations. This is because problem-solving is a process used to obtain the "best" answer to a constraint (Wood 1987). Problem solving requires logical reasoning to process certain information in order to solve the problem effectively and efficiently (Rahman 2019). In this context, the leader is able to talk, discuss, listen, monitor, solve problems, and share information with members. At the same time, a leader also gets information and feedback from youth members, identifies the problems, and then solves the problems properly. It is essential for meaningful interactions to give and receive feedback (Venter 2019).

Theoretical Framework

Leadership Communication Theories

Various theories offer insights into how communication influences leadership effectiveness and organizational outcomes. These theories include the theory of emotional intelligence, propounded by Peter Salovey and John D. Mayer in 1990. the communication accommodation theory, founded by Howard Giles, a professor of communication at the University of California, Santa Barbara, in 1971. and transformative leadership theory. These theories shed light on the dynamics of communication within leadership contexts and provide frameworks for understanding its impact.

Transformative leadership theory

Transformative leadership theory which was first introduced by Leadership expert James MacGregor Burns, 1978. Later around 1985, Bernard M. Bass further developed Burn's theory on Leadership by adding a psychological notion to the factor. Transformative theory is one notable theory in the field of communication and leadership. This theory posits that leaders who communicate with inspiration and intellectual stimulation can foster higher levels of motivation, engagement, and commitment among employees. By effectively communicating a compelling vision and articulating clear goals, transformative leaders empower their followers to exceed their own expectations and contribute significantly to the organization's success. According to Fairhurst (2011) leaders who adeptly employ this theory acknowledge that different circumstances warrant different communication approaches. By adapting their communication to suit specific situations, leaders can maximize their effectiveness in guiding and motivating their teams.

Organizational Effectiveness Theory

Organizational effectiveness theory or model are the Triangular Model of Organizational Capability created by Professor Yang Guoan (also known as Arthur Yeung). It was introduced around 2009, The Six-box model was created by Marvin R. Weisbord in 1976. These theories or model explain the underlying principles of organizational effectiveness. But immense interest to us in this study is the 7S model.

7S Model of organizational Effectiveness.

7S model was developed in the early 1980s by McKinsey & Company consultants Tom Peters, Robert H. Waterman, and Julien Philips, with contributions from Richard Pascale and Anthony G. Athos. It is used to analyze organizations in various situations, and help managers improve organizational effectiveness from the following aspects: firstly, to improve the overall performance of organizational effectiveness; secondly, to analyze the possible impact of future organizational changes; thirdly, to efficiently implement target strategies.

Empirical Review

Of interest to us here is to consider some research work that have been done by other scholars to see how it agrees with or otherwise the ongoing work which seeks to investigate the relationship between leadership communication and organization effectiveness of deposit money banks in Port Harcourt, Rivers State.

Leadership Communication and organizational Effectiveness.

Leadership communication plays an important role in effectiveness in organizations. It can improve productivity and increases collaboration among employees. In this paper, we present an empirical study to measure the role of leadership communication on efficiency and effectiveness of deposit money banks in Iran, Bank Melli Iran. According the researcher, (Abbas, 2012), the study used 380 full time employees who work for 28 different administration divisions of this bank. The survey uses a questionnaire consists of 19 questions about leadership communication and 25 questions about efficiency of employees. The reliability of the survey has been approved using an initial survey and Cronbach alpha was calculated as 0.87, which is well above the minimum acceptable level. The result of our survey confirms there is a meaningful relationship between leadership communication and efficiency of all administration employees who work for this bank. Where there is efficiency in the work of the employees, it there holds the organization is equally effective in achieving its shared objectives.

Nebo, et al (2015) examined the role of effective (interpersonal) communication on organizational performance at Nnamdi Azikiwe University, Awka. The problem that led to the study is the disputes and delays in the access to information that would increase performance of staff. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of this research work was drawn from the Academic and Non-academic staff of UNIZIK. The population is made up of 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chi square χ^2 was used to analysis the hypotheses. For instant, there is a significant relationship between effective communication and employee performance in UNZIK. The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization. The researcher recommends that there is need for every organization to endeavour and make effective communication an essential integral part of its management strategies and map out a strategic way of storing information's; for this will also reduce loss of essential information and it will help to minimize organizational conflict, less misunderstanding and enhance information management.

Owie (2025) examined the need for seamless information flow in today's dynamic work environments, this research used a quantitative approach. We collected data from 75 respondents across different organizational roles using structured questionnaires. The responses were analyzed with SPSS, generating frequency tables and conducting multiple regression analysis to test the study's hypothesis. The results confirmed a significant and positive relationship between persuasive communication and organizational efficiency. This

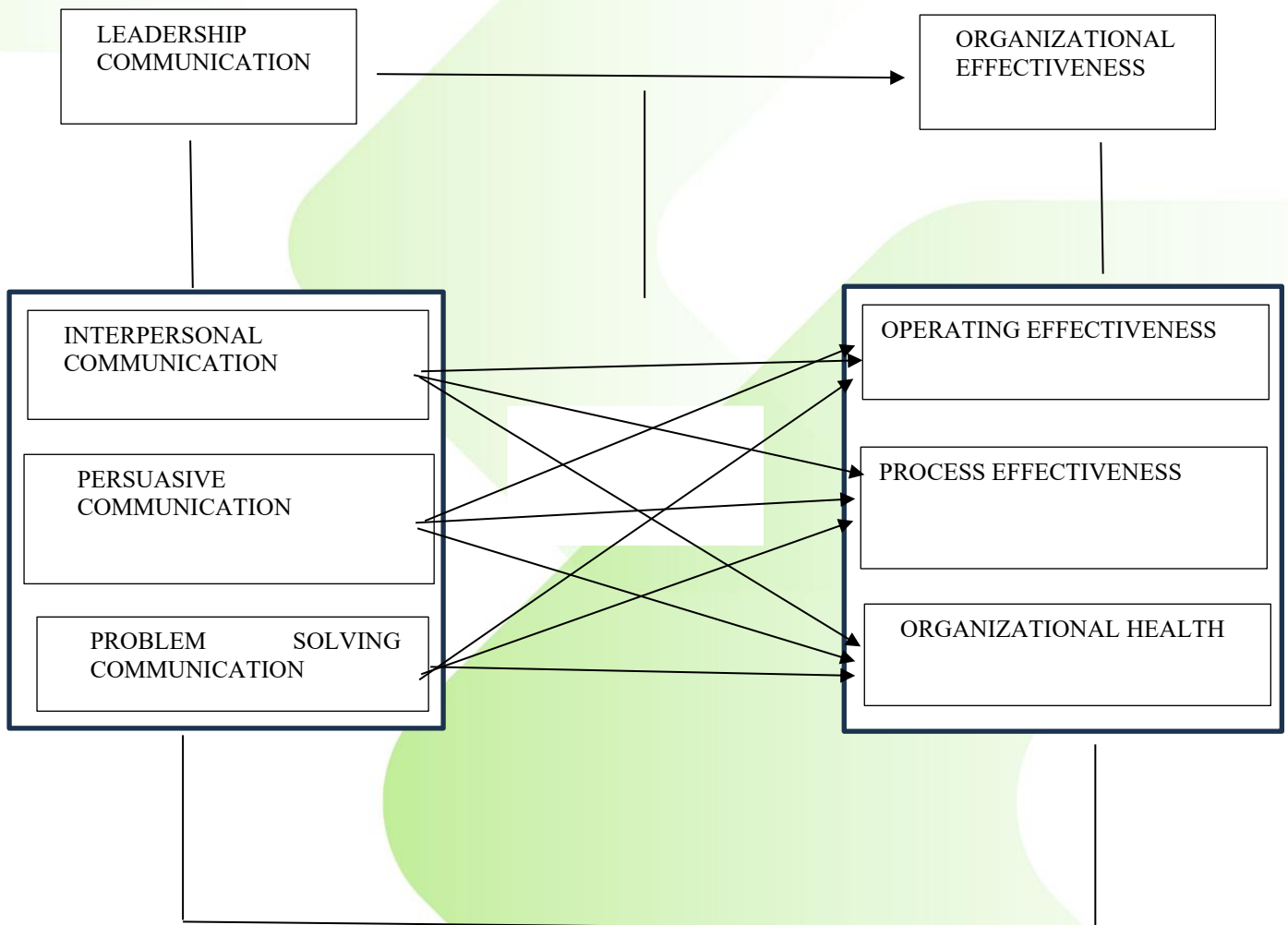
underscores the importance of cultivating strong communication channels. It also emphasizes that managers need to provide timely and constructive feedback, and organizations must eliminate barriers to the smooth exchange of information.

Research Methodology

Research Design: The researcher adopts the use of survey (field work), which is used to collect data from the respondents once.

Data Collection Method: The survey uses a structured questionnaire consists of 20 questions about leadership communication and 25 questions about organizational effectiveness. The notation of strongly agree, agree and not agree was used to elicit the opinions the respondents.

Operational measure of variables.



Model Specification/ Sample & Sampling Techniques

The population of the study is 50 drawn from all levels of leadership and employees of five Deposit money banks in Port Harcourt, Rivers State. The sample size of the respondents is

determined through Taro Yameni with error margin of 0.05, which gave us 44 accessible population. Out of the 44 respondents that were issued questionnaires, only 25 were retrieved which is 57%.

$$n = N / (1 + N(e)^2)$$

The sampling technique adopted in the research is simple randomization method.

Data Analysis Techniques

The analysis of the research objectives was made using descriptive Statistical techniques.

Data Presentation and Analysis

Table 1: Administration and Retrieval of Questionnaires

	No of questionnaires Administered	No Retrieved	% of Retrieval
Top Managers	15	12	80
Middle Managers	10	8	80
Workers	19	15	79
Total	44	35	80

The above Table 1 shows the distribution and retrieval of the research questionnaire. A total of 44 questionnaires were distributed to: top managers (15), Middle managers (10) and workers (19). A total of 35 from the 44 questionnaires distributed were retrieved which represented 80% of the distributed questionnaires and valid for analysis. From the 35 questionnaires retrieved, we shall analyze the respondents’ responses, starting from the first question.

QUESTION 1: To what extent do you agree to the relationship between interpersonal communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 2: Extent of relationship between interpersonal communication and operating effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	25	71
Moderately agree	10	29
Disagree	0	0
Totals	35	100

In order to determine the extent of relationship between interpersonal communication and operation effectiveness of deposit money bank in port Harcourt, table 4.2 was drawn. 25 out

of the 35 respondents which represents 71% strongly agreed, 10(29%) of the respondents moderately agreed, while 0(0%) disagreed.

We examine question 2 below.

QUESTION 2: To what extent do you agree to the relationship between interpersonal communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 3: Extent of relationship between interpersonal communication and process effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	28	80
Moderately agree	5	14
Disagree	2	6
Totals	35	100

Table 3 was drawn to show the extent of relationship between interpersonal communication and process effectiveness of deposit money bank in port Harcourt, 28 (80%) out of the 35 respondents strongly agreed, 5(14%) of the respondents moderately agreed, while 2(6%) disagreed.

QUESTION 3: To what extent do you agree to the relationship between interpersonal communication and organizational Health of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 4: Extent of relationship between interpersonal communication and organizational health of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	23	66
Moderately agree	7	20
Not agree	5	14
Totals	35	100

Table 4 was drawn to show the extent of relationship between interpersonal communication and organizational health of deposit money bank in port Harcourt, 23 (66%) out of the 35 respondents strongly agreed, 7(20%) of the respondents moderately agreed, while 5(14%) disagreed.

QUESTION 4: To what extent do you agree to the relationship between persuasive communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 5: Extent of relationship between persuasive communication operating effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	30	86
Moderately agree	5	14
Not agree	0	0
Totals	35	100

Table 5 was drawn to show the extent of relationship between persuasive communication and operation effectiveness of deposit money bank in port Harcourt, 30 (86%) out of the 35 respondents strongly agreed, 5(14%) of the respondents moderately agreed, while 0(0%) disagreed.

QUESTION 5: To what extent do you agree to the relationship between persuasive communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 6: Extent of relationship between persuasive communication and process effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	22	63
Moderately agree	8	23
Not agree	5	14
Totals	35	100

Table 6 was drawn to show the extent of relationship between persuasive communication and process effectiveness of deposit money bank in port Harcourt, 22 (63%) out of the 35 respondents strongly agreed, 8(23%) of the respondents moderately agreed, while 5(14%) disagreed.

QUESTION 6: To what extent do you agree to the relationship between persuasive communication and organizational Health of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 7: Extent of relationship between persuasive communication and organizational health of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	23	66
Moderately agree	7	20
Not agree	5	14
Totals	35	100

Table 7 was drawn to show the extent of relationship between persuasive communication and organizational health of deposit money bank in port Harcourt, 23(66%) out of the 35 respondents strongly agreed, 7(20%) of the respondents moderately agreed, while 5(14%) disagreed.

QUESTION 7: To what extent do you agree to the relationship between problem-solving communication and operating effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 8: Extent of relationship between problem-solving communication and operating effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	25	71
Moderately agree	5	14
Not agree	5	14
Totals	35	100

Table 8 was drawn to show the extent of relationship between problem-solving communication and operation effectiveness of deposit money bank in port Harcourt, 25 (71%) out of the 35 respondents strongly agreed, 5(14%) of the respondents moderately agreed, while 5(14%) disagreed.

QUESTION 8: To what extent do you agree to the relationship between problem-solving communication and process effectiveness of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 9: Extent of relationship between problem-solving communication process effectiveness of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	30	86
Moderately agree	5	14
Not agree	0	0
Totals	35	100

Table 9 was drawn to show the extent of relationship between problem-solving communication and process effectiveness of deposit money bank in port Harcourt, 30 (86%) out of the 35 respondents strongly agreed, 5(14%) of the respondents moderately agreed, while 0(0%) disagreed.

QUESTION 9: To what extent do you agree to the relationship between problem-solving communication and organizational health of deposit money banks in Port Harcourt, Rivers State, Nigeria.

Table 10: Extent of relationship between problem-solving communication and organizational health of deposit money banks in Port Harcourt.

Extent	No. of Respondents	% of Respondents
Strongly agree	28	80
Moderately agree	5	14
Not agree	2	6
Totals	35	100

Table 10 was drawn to show the extent of relationship between problem-solving communication and organizational health of deposit money bank in port Harcourt, 28 (80%) out of the 35 respondents strongly agreed, 5(14%) of the respondents moderately agreed, while 2(6%) disagreed.

Conclusion

It is safe though, the study has not been statistically tested with the inferential statistical technique, yet from the outcome of the descriptive statistics of the responses, all the dimensions of predictor variable, interpersonal communication, persuasive communication and problem-solving communication can influence organizational effectiveness.

Recommendations

From the observable outcome, the researcher recommends the following:

1. The top management of deposit money banks in Port Harcourt should create more conducive environment for employee's interpersonal communication because it helps to drive home the vision, policies or goals of the organization and thereby increase organizational effectiveness.
2. In the same vein, persuasive communication should be a tool and strategic technique for communicating the organizational goals in order to achieve the shared objectives of deposit money banks in Port Harcourt.
3. Problem-solving communication which means diagnosing the problem of the organization and communicating in specific terms the roles of individuals in solving them is effective in driving organizational goals. So top management of deposit money banks in Port -Harcourt should increase in the use of this tool for their organizational effectiveness.

Limitations and Areas for Further Study

The first recommendation is that future researchers should empirically test the hypotheses formulated to be certain of the direction of the relationship of all the dimensions (interpersonal communication, persuasive communication and problem-solving communication) of the predictor variable, leadership communication and the measures (operating effectiveness, process effectiveness and organizational health) of the criterion variable, organizational effectiveness in their relationship.

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