

Internal Organizational Communication and Employees' Performance in Selected Banks in Port Harcourt

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Abstract: This study using descriptive and inferential statistical methods empirically investigates the association between internal organizational communication and employees' performance in selected banks in Port Harcourt. As a correlation study, it examined the effect of internal organizational communication through its dimensions (downward communication and upward communication) on employee performance. Data was generated from a sample of 315 respondents through personally administered questionnaire copies. Analysis entailed the descriptive illustration of sample characteristics using charts and frequency distributions. The univariate data was analysed using mean scores and standard deviations which served accordingly as the measure of central tendency and dispersion while for the bivariate data the Pearson product moment correlation coefficient statistical tool was used in testing for all hypothesized relationships, while the multivariate hypothetical statement was tested using the partial correlation coefficient technique. The results showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employees effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employees performance and thus recommended that organizations incorporate adequate measures in ensuring that communication within the organization is consistent, clear and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been revealed to facilitate a more efficient and effective workforce.

Keywords: Internal Organizational Communication, Employees' Performance, Downward Communication, Upward Communication, Employees' Efficiency, Continuance Commitment, Organizational Culture.

1. INTRODUCTION

According to Balyan (2012) organizations are set up to accomplish specific goals. For these goals to be accomplished, the performance of employees becomes very crucial.

Ruth (2014) in line with Balyan (2012) suggested that one of the goals of business owners is to make profits and the success of organization rests on the performance of employees: poor performance is damaging to organization's achievement.

According to Gabriel (2014) the achievement of organization depends on how well or badly workers do their job in the organization; it may be that those workers are relating directly with clients or not. Organization that understands the effect of their workers' well or badly input will be in position to harness worker output and the rate at which they produce. If the

performance of workers is well coordinated, it aids organization to improve on its profits and regularly meet sales goals. According to Ruth (2014) customer service and employee performance are closely connected and affect each other. When your workers provide extremely good service to those who transact business with the organization, they go beyond job expectations, the popularity of your service or goods rests in part on the degree of service those who transact business with the organization receive. For business that offers services, the opinion people have about you depends on your employees' performance.

The significance of how well or badly workers do their job must be perceived by the management and frank physical or mental energy must be exercised towards it (Balyan, 2012).

Balyan (2012) pointed out the following importance of employees' performance to persons, firm and nation: The productivity of an employee on job rises, a worker gets job satisfaction at job; emotional problems of workers reduces; rise in job participation; a feeling of willingness to work hard and remain faithful develop among workers; workers receive better remuneration; improvement on quality and the amount of goods and services produced; organization experiences growth in sales and market shares; better profits that brings about business growth; goodwill of the firm rises. All these have a positive effect on the economy and the living standard of the people.

Tina (2014) in view about employees' performance suggested 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 are collaborators not backstabbers and 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 colleagues too.

Ruth (2014) in view about employees' performance suggested that an aspect of employee performance and business success is employee recognition and reward. Employees get motivated when their efforts are recognized and rewarded. Their motivation influences their performance and organization's success.

Rivette and Kline (2000) also in their view suggested that organization's ability to compete is fixed firmly in employees' ability, education and empirical knowledge; labour force with the ability to reason logically and understand is now important to many organizations. Investments in employees cuts across both capabilities which are swayed partially by genetic elements for instance: intelligence, health, personality, attractiveness as well as acquired skills such as education, job training, tenure work experience and interpersonal relationships (Shenathan and Tuma, 1994).

According to Pennings *et al* (1998) many debates back the opinion that a high degree of investments in employee associates with how well or badly workers do their job and how organization succeeds.

First, Gimeno *et al* (1997) discovered that amidst business that share parity in terms of capital, performance and survival depends on several abilities and skills shared by the employees.

Boone *et al* (1996) study on the function of CEO qualities revealed that the skills and abilities of employees affects how well or badly they do their job. Similarly, as competent employees bestowed with a huge abilities and skills regularly produce high quality services, organization driven by such employees are better able to draw and maintain customers and important business associates.

It is important to note that for sustainability in employee performance to be proficient, the concept of organizational communication needs to be integrated. This is because inadequacy in organizational communication network leads to employee dissatisfaction, disloyalty, negative emotions and disassociation.

In the light of this, organizational communication network are possible remedies to actualize employees' performance (Akosi, 2014). In this period of business competition and trying economy, well organized and effective communication is more important now than ever before.

It is the bedrock on which organizations and careers stood and a significant part of enduring achievement whether you are sharing information with superiors, colleagues, clients, vendors or peers, using effective communication is important to employee performance. Be it a face-to-face interaction or a professionally written e-mail exchange, a meaningful information requires setting up a connection that leaves a strong impression (Akosi, 2014).

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Communication is the information given by a business to its customers, customers can either be internal: employees and stakeholders; it could be external: agencies, channel partners; media; government; industry; bodies and institutes: educational and general public (Riel and Fombrun, 2012).

A business should send similar information to all its customers, to transmit oneness, and quality that makes people trust in them. When the above virtues are absence, the whole organization may collapse. Interaction in organization helps organizational members define the important official job they are given to do, articulate its ideas about how the business will be in the future in their imagination and beliefs about what is right and wrong and what is important in life into a unified information to customers (Akosi, 2014).

According to Tayo and Olamigoke (2006) 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. According to the authors, communication permits people or employees in an organization to give and receive information. It enables a constant sharing of experiences, thoughts and opinions. It provides means for employees to express their ideas as well as their feelings of fear, anger, joy, happiness, pleasure, anxiety etc. Through communication also, knowledge is imparted. And without communication, education will be impossible. It is also communication that makes possible the transmission of cultural heritage from one generation to another.

Many studies have been carried out on the importance of organizational communication; such studies include: Akbar and Jahazaib (2012); Balakrishnan and Masthan (2013), but the studies on the Internal Organizational Communication and Employee's Performance were very few particularly in Port Harcourt. Thus, this study tended to bridge the knowledge gap by examining the Organizational Communication factors that related with employees' performance in Port Harcourt.

Statement of the Problem:

The achievement of any organization is the function of how well or badly workers do their job in the organization; they may or may not relate with customers personally. An organization's achievement is based on workers' performance. Poor performance is damaging to organization's achievement (Ruth 2014, Gabriel 2014).

According to Balyan (2012) when organization experiences poor employees' performance as a result of poor and ineffective organizational communication, it begins to observe the following problems: The rate at which individual employee produces on job decreases; employee becomes dissatisfied with job; emotional challenges of employees increases; reduction in employees' jobs involvement; absence of willingness to work hard and submission among employees; workers receive poor pay packages and incentives on the basis of production; reduction in the quality and quantity of total production; lack of improvement in sales and market shares of the organization; poor or no profit and this leads to lack of progress and reputation of the organization.

In line with Balyan (2012) the researcher observed and identified some problems associated with inadequate and ineffective communication flow in one of the financial institutions in Port Harcourt. The researcher identified psychological problems among employees, job dissatisfaction among employees; decrease in individual productivity; lack of sense of commitment and loyalty among employees etc.

Given that the above observations were true in line with Balyan (2012) therefore the problem of the study was to generate empirical data on internal organizational communication that related with employees' performance in Port Harcourt.

Significance of the Study:

This study would be beneficial to the banks under study and other organizations as it would equip them with proper knowledge of how to increase employees' performance through effective communication.

The study would also benefit students and future researchers as they improved on current study so as to discover new dimensions and measures towards enhancing the context of internal organizational communication and employees' performance.

Research Hypothesis:

The research hypotheses for this study have been formulated as follow:

HO₁: There is no significant relationship between downward communication and employees' efficiency in the financial institution.

HO₂: There is no significant relationship between downward communication and employees' effectiveness in the financial institution.

HO₃: There is no significant relationship between upward communication and employees' efficiency in the financial institution.

HO₄: There is no significant relationship between upward communication and employees' effectiveness in the financial institution.

HO₅: Organizational culture does not significantly moderate the relationship between organizational communication and employees' performance in the financial institution.

2. REVIEW OF RELATED LITERATURE

According to Tayo and Olamigoke (2006) several social psychological theories have helped us to understand the kinds and levels of effects communication has on the employees. One of such theories is the individual differences theory. The theory posits that since individuals are biologically, psychological 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 and 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 newspapers or magazines?

Another significant sociological theory that explains communication's effects is the social categories theory (Tayo and Olamigoke, 2006) According to this theory, 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, each continuing 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 interests and attitudes. These common interests and attitudes, to a large extent, determine which mass media members of the group use, how they use them and the impact this may have on them.

Finally, according to Tayo and Olamigoke (2006) there is the social relationships theory. This is closely related to the social categories theory. However, its emphasis is on the social interactions between members of a social group. This interaction in face-to-face interpersonal communication level may influence members of the group.

For the purpose of this study, we will limit or concentrate on the social relationships theory. Tayo and Olamigoke (2006) opine 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 organizational setting, there is usually interaction between the MD and members of staff (employees). There is also interaction between the employees of an organization. Without communication, this interaction is not possible. It is communication and interaction that connects or links the MD or the

GM and the entire members of staff. Without communication and interaction, people in an organization would be isolated having nothing to do with one another. But we do know that this scenario 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 employees’ performance.

According to Cascio (2006) performance is the level of success to which a worker achieves the organizational goal at workplace.

Dictionary of law, including Black Law Dictionary, 2nd Ed. in line with Cascio (2006) defined performance as “a judgment of the relative overall efficiency of an employee. This judgment is made by measuring the resource consumption of an, employee and comparing it to his outputs.

According to Balyan (2012) the significance of how well and poorly workers do their job must be known by the supervisors and frank efforts should be put towards it. The people in charge of organization who oversees how well and badly workers do their job will be in position to develop and encourage people to do so.

Akbar and Jahanzaib (2012) also noted that workers need to know and coordinate their work activities: but if message is not well transmitted to them or they do not interact with one another they cannot comprehend the assignment which leads to confusion and to the job not being done or not completed well. Hence, poor information reduces employees’ performance.

Organizations plan to improve individual member’s performance because of the effect it will have on the organizational performance. This is affected through the setting of clearly defined goals and standards. Provision of necessary resources, guidance and support from the individual employee’s manager (Edwina, 2006)

3. RESEARCH METHODOLOGY

The population of the study consisted of managers, supervisors; secretaries; typists and messengers drawn from the five financial institutions (banks) in Port Harcourt numbering 4044. The banks were selected by a purposive non-probability sampling technique because it was convenient for the researcher in terms of data collection; they are in full banking operation and in terms of asset base with the central bank, the stood out among the top banks in Port Harcourt.

Below is a table showing the five financial institution (banks) and the number of branches per bank, number of employees per bank and the total number of employees each bank had in Port Harcourt.

Table.1: Showing five selected financial institution (bank) and the number of employees per institution that would be selected.

S/No	Names of Banks in P.H.	No. of Branches Per Bank in P.H.	No of Employees Per Bank in P.H.	Total No of Employees each Bank has in P.H.
1.	First Bank	35	71.4	2,499
2.	UBA	18	30	540
3.	Zenith Bank	13	35	455
4.	Skye Bank	10	25	250
5.	Eco Bank	10	30	300
	Total			4044

A purposive non-probability sampling technique was adopted for the study.

According to Baridan (2001) we can determine sample size from a homogeneous population by using Taro Yamen’s Formula as shown below:

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

Where:

N = Population Size (4044)

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N = Sample Size sought

E = Level of Significance $(0.05)^2$

Thus, the sample size is

$$n = \frac{4,044}{1 + 4,044(0.05)^2}$$

$$n = \frac{4,044}{1 + 10.11}$$

$$n = \frac{4,044}{11.11}$$

$$n = 364$$

Therefore the sample size for this study was 364 respondents.

The researcher also used the Kumar's (2011) formula in determining the sample size of the employees in each of the banks selected in Port Harcourt.

FORMULA:

$$Nh = \frac{nNh}{N}$$

Where

Nh = Number of employees in each selected bank

n = Sample size

N = Total Population Size

Substituting the above formula, we have:

i) Employees in First Bank

$$Nh = \frac{364 \times 2499}{4044} = 224$$

ii) Employees in UBA

$$Nh = \frac{364 \times 540}{4044} = 49$$

iii) Employees in Zenith Bank

$$Nh = \frac{364 \times 455}{4044} = 41$$

iv) Employees in Skye Bank

$$Nh = \frac{364 \times 250}{4044} = 23$$

v) Employees in Eco Bank

$$Nh = \frac{364 \times 300}{4044} = 27$$

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Table.2: Showing sample size Distribution of Five selected banks in Port Harcourt.

S/No	Names of selected Banks in Port	Total No of Employees in Each Selected Bank	Sample Size per selected bank
1	First Bank	2499	224
2	UBA	540	49
3	Zenith Bank	455	41
4	Skye Bank	250	23
5	Eco Bank	300	27
	Total		364

In the cross-sectional design adopted by the study, a total of 364 questionnaire copies (as corresponds with the sample size) was administered to the sample frame randomly; retrieval rate recorded a success of 329 copies (90%) of the total number of distributed copies. Thereafter copies were examined and cleaned for errors, missing values and outliers, thus leaving a total of 315 (87%).

Table.3: Survey result

Banks	No. of Questionnaire copies distributed	No. of Questionnaire copies retrieved	No. of Questionnaire copies usable
First Bank	224	199	191
UBA	49	42	42
Zenith Bank	41	39	37
Skye Bank	23	23	23
Eco Bank	27	26	22
Total	364	329	315

Source: Data result, 2015

Table.4: The relationship between downward communication and employee performance

		Downward	Efficiency	Effective
Downward	Pearson Correlation	1	.881**	.914**
	Sig. (2-tailed)		.000	.000
	N	315	315	315
Efficiency	Pearson Correlation	.881**	1	.807**
	Sig. (2-tailed)	.000		.000
	N	315	315	315
Effective	Pearson Correlation	.914**	.807**	1
	Sig. (2-tailed)	.000	.000	
	N	315	315	315

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

Source: Data results, 2015

In examining the relationship between downward communication and employee performance the data reveals that downward communication correlates with employee efficiency (where rho = .881 and P = 0.000) also, data reveals that downward communication correlates with employee effectiveness (where rho = .914 and P = 0.000). The results indicate significance at a P < 0.05 level and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses we therefore reject the null hypotheses as results reveal high (**) levels of correlation in both hypothetical instances; thus we restate that downward communication is significantly associated with employee efficiency; and is also significantly associated with employee effectiveness.

Table.5: The relationship between upward communication and employee performance

		Upward	Efficiency	Effective
Upward	Pearson Correlation	1	.908**	.920**
	Sig. (2-tailed)		.000	.000
	N	315	315	315
Efficiency	Pearson Correlation	.908**	1	.807**
	Sig. (2-tailed)	.000		.000
	N	315	315	315
Effective	Pearson Correlation	.920**	.807**	1
	Sig. (2-tailed)	.000	.000	
	N	315	315	315

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

Source: Data results, 2015

In assessing the relationship between upward communication and employee performance the data shows that upward communication correlates with employee efficiency (where rho = .908 and P = 0.000) furthermore, data reveals that upward communication is associated with employee effectiveness (where rho = .920 and P = 0.000). The results indicate significance at a P < 0.05 level and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses we therefore reject the null hypotheses as results reveal high (**) levels of correlation in both hypothetical instances; thus we restate that upward communication is significantly associated with employee efficiency; and is also significantly associated with employee effectiveness.

The results of the analysis reveal that internal organizational communication is significantly associated with employee performance given the outcomes of the hypotheses tests; where correlations reveal strong and significant associations between the dimensions of the predictor (internal organizational communication) and the measures of the criterion (employee performance).

Table.6: The study variables (R₁ coefficient)

		Communication	Performance	Culture
Communication	Correlation	1	.966**	.968**
	Sig. (2-tailed)		.000	.000
	N	315	315	315
Performance	Correlation	.966**	1	.922**
	Sig. (2-tailed)	.000		.000
	N	315	315	315
Culture	Correlation	.968**	.922**	1
	Sig. (2-tailed)	.000	.000	
	N	315	315	315

Source: Data result, 2015

Data reveals a significant association between all three variables: between internal organizational communication and employee performance (rho = .966 and P = 0.000); between internal organizational communication and organizational culture (rho = .968 and P = 0.000) and between organizational culture and employee performance (rho = .922 and P = 0.000); hence R₁ coefficient is significant (where P < 0.05).

Table.7: The study variables (R_2 coefficient)

Control Variables		Communication	Performance
Culture	Communication	Correlation	1.000
		Significance (2-tailed)	.
		df	0
Performance	Performance	Correlation	.759
		Significance (2-tailed)	.000
		df	312

Source: Data result, 2015

In assessing the moderating effect of organizational culture on the relationship between internal organizational communication and employee performance, data reveals that organizational culture significantly moderates the relationship between both variables (where $R_1 > R_2$). The results also indicate significance at a $P < 0.05$ level and thus based on the decision rule for acceptance (where $R_1 \leq R_2$) or rejection (where $R_1 > R_2$) of the null hypotheses we therefore reject the null hypotheses as results reveal a significant levels of moderation by organizational culture; thus we restate that organizational culture significantly moderates the relationship between internal organizational communication and employee performance.

4. CONCLUSION

This study, based on the outcomes and result of its theoretical and empirical activities finds that there is a significant association between internal organizational communication and employees' performance; it equally reveals that the culture of the organization significantly moderates the relationship between internal organizational communication (predictor) and employee performance (criterion). These conclusions follow that internal organizational communication is important for achieving enhanced and improved employee performance factors such as efficiency and effectiveness; given the practice and consistency of such interactions within cultural artefacts and value systems; hence we find that:

- i. Downward communication – which reflects the recognition of subordinates and updating and informing the subordinate of necessary adjustments which may affect his role and work as well as a medium in engaging employees in decisions, enhances the capacity and drive for employees to be more effective and efficient on their jobs.
- ii. Upward communication – which reflects the timely and consistent flow of information and knowledge of events and occurrences from the subordinate level to the managerial level, helps maintain vertical structural cooperation and understanding and thus enables a more harmonious working environment which is important for achieving employee efficiency and effectiveness.
- iii. That the practice of internal organizational communication should be consistent and premised on the cultural system and norms of the organization in that it is further enforced or enhanced through effective policies and rules which align the interests of both levels (managerial and subordinate) and allow for the effective transfer of such into outcomes of employee performance in the form of efficiency and effectiveness.

That the efficiency and effectiveness of employees is hinged on various factors, primary amongst which are the awareness and knowledge of what is really expected of them and the actual specification of objectives and goals as well as the time-associated factor in the accomplishment of such objectives; hence we find that in order to alleviate the recurring issue of poor employee performance which is most often expressed through incidences of inefficiency and ineffectiveness, it is important that communication is adequate, timely and concise in manner.

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