



Interpersonal Relationship at Work; Enhancing Organizational Productivity of Deposit Money Banks in Port Harcourt

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ABSTRACT: The purpose of this study was to examine the relationship between Workplace Interpersonal Relationship and Organizational Productivity in Deposit Money Banks in Port -Harcourt. The study population comprised four hundred and sixty (460) staff of the (22) quoted deposit money banks in Port Harcourt, Rivers State; and the sample size for the study was two hundred and ten (210) employees of the bank which was determined using the Krejice and Morgan (1970) sample determination table. Furthermore, two hundred and ten (210) copies of structured questionnaire were administered to the staff of the banks at their respective branches while one hundred and ninety four (194) were retrieved, cleaned and used for the study. Descriptively, measures of central tendencies and measures of dispersions were used in analyzing the respondent's demographics. Similarly, the Pearson Product Moment Correlation was used in testing the various hypotheses in order to ascertain the relationship between the predictor variable (Workplace Interpersonal Relationship) and the criterion variable (Organizational Productivity). Furthermore, the multiple linear regressions were used to ascertain the dimension of Workplace Interpersonal Relationship with the most predictive influence on organizational productivity. The result of the analysis revealed that Workplace Interpersonal Relationship significantly influenced organizational productivity in deposit money banks in Port –Harcourt. The study therefore concluded that Workplace Interpersonal Relationship significantly influence Organizational Productivity and therefore recommended that the management of deposit money banks in Port-Harcourt should adopt the dimensions of Workplace Interpersonal Relationship used for the study as strategies for improving their level of productivity.

KEYWORDS: Employee Communication, Social Supports, Relational Justice, Team Building and Organizational Productivity

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I. INTRODUCTION

Interpersonal relationship is an important aspect in every organization, and it is one of the vital components in human relationship. In today's fast competitive business world, it is very difficult to hire people and retain them for a long period of time. Hence, organizations including the Nigerian banking firms are trying to maintain the workforce and to get the best out of them in that process. A study on interpersonal relationship and customer satisfaction is expected to enhance the organizations' understanding of the challenges encountered in the process of attracting, retaining, developing, motivating, communicating the workforce for improved productivity (Velmurugan, 2016). Interpersonal relationship at work constitutes the day today interaction between co-workers or managers and employees. These relations are a natural part of work environment and are usually pleasant and creative, but sometime, the source of tension and frustration (De Dreu, *et al*, 2003). Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop. Previous studies conducted in interpersonal relationship have indicated that workplace relationships directly affect a worker's ability to work and be productive which also impacts on customer satisfaction (Manta & Harges, 2013). The importance of workplace interpersonal relationship in influencing customer satisfaction cannot be overemphasized. Research has demonstrated that friendship at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support etc., (Morrison, 2009; & Ellingwood, 2001). Interpersonal communication and relationship in recent years has been consistently

placed high as an important requirement for conducting successful job performance in the organizations. (Amit Kumar, 2014). This is why companies including the deposit money banks put a high importance on interpersonal communication in the workplace. It is noteworthy to emphasize that one of the most impeding forces to customer satisfaction in banks is the absence of effective communication and interpersonal relationship amongst employees.

The preliminary investigations revealed that some customers of the deposit money banks in Port Harcourt experience low level of satisfaction at one time or the other, and the concern is if the low satisfaction level experienced could be associated with poor workplace interpersonal relationship? This could be in the form of poor employee communication, absence of team play or team building orientation, social supports, inadequate employee training, lack of respect and courtesy for customers, inability of bank staff to reduce customer waiting time, unequal treatment to customers to mention but a few. Several customers may have expressed disappointments at the impolite and unfriendly behavior displayed by some front desk officers and tellers of some of these banks and this could be as a result of poor interpersonal communication culture amongst employees and customers in the workplace, lack of good team building efforts, social support, relational justice, lack of respect etc.

Previous research in the various Nigerian Corporate Organizations such as the Tourism and Hospitality Industry, the Telecommunication Industry, the Education Industry, Services and Manufacturing Industry has shown that workplace organizational productivity is heavily dependent on some factors which include employee communication, employee personality or dispositional differences, employee trust level, team building, employee compatibility, employee listening ability, employee respect etc., (Obakpolo, 2015). Many studies have been conducted within and outside Nigeria on employee to employee relationship, subordinates and superior relationship, employer and employee relationship in different services, manufacturing, tourism and hospitality industry, education sectors etc., (Isaac & Roger 2016). These studies considered interpersonal relationships on work performance in South African retail sector; influence of employee relationships on organization performance of private universities in Kenya, co-worker's relation influence on individual job performance in Chinese telecommunication/firm; a descriptive analysis of improving interpersonal relationship in Nigerian workplaces: A case of Delta State University. To the best of our knowledge and from the review of relevant literature, it appears that there is dearth of empirical research on the Effect of Workplace Interpersonal Relationship on Organizational Productivity in the Deposit Money Banks in the Nigerian context especially in Port Harcourt, Rivers State. Against this background, this study seeks to empirically investigate the Effect of Workplace Interpersonal Relationship on Organizational Productivity in Deposit Money Banks in Port Harcourt.

II. LITERATURE REVIEW

Workplace interpersonal relationship is the social association, connection or affiliation between two or more people in an organization. Developing interpersonal relationship is a serious business that yields dividends to those committed to it. Maxwell (2004) observed that a thing brings two persons together to make them remain in the context of relationship. Such things may be common interest like desire, aspiration or a goal. More so, workplace interpersonal relationship is the type of relationship that exists between employee to employee, superior to subordinates, employed and employee in any organization. This kind of relationship can be formal or informal. However, relationship is born, fed, nurtured and it grows. It is born at the level of acquaintance relationship; it is fed at associate relationship and is nurtured at friendship. It is very important to emphasize that relationship is the ladder to your gain or pain and therefore, it must be consciously handled. It does not come by chance, but it is a social work to be done because interpersonal relationship is a social link between two or more people.

Workplace interpersonal relationship is a very important issue that influences the level of employee productivity in any organization. Members or employees should effectively interact with their superiors, subordinates, and co-workers within the organizations. How they relate with the customers, suppliers and general public outside the operational base of the organization determines their level of viability and productivity. Previous studies on interpersonal relationship revealed that the enterprise is the operation of employee behavior based. The greater the density of relationships within the organization, the greater is the impact on organizational efficiency and productivity. (Lee and Dawes, 2005). The importance of workplace interpersonal relationship in influencing organizational productivity in Nigerian organizations especially deposits money banks cannot be over-emphasized. Research has demonstrated that friendships at work can improve individual employee attitudes to work, job commitment and ultimately impact on the level of productivity. When employees positively interrelate in an organization, it fosters love and team work, increases level of cooperation, employee morale and motivation, job satisfaction and engagement and overall level of productivity. Remarkably, there are divergent opinions and conceptualizations as to what constitute the dimensions of workplace interpersonal relationship. The role of individual interpersonal relationships on work performance in the south African retail sector adopted the following as dimensions of interpersonal

relationships: communication, equal treatment of employee, team work, training and employee respect for one another. In addition James and Nickson (2013) conducted a study on influence of employee relations on organizational performance of private universities in Kenya and used the following as dimensions or factors influencing interpersonal relationship: climate of openness, team building efforts and the initiation of social activities among employees. More so, Ulrich (2010) in his study on interpersonal relationships at work, organization, working and health in Sweden public health organizations used social support, organizational justice and relational justice as dimensions of interpersonal relationships.

Organizational Productivity is a measure of the efficiency of a person, machine, factory, system in converting inputs into useful outputs. Productive workplaces are built on team work and shared vision. Workplace productivity is essential to employees, employers, organization and the Nigerian economy. The more the economy grows, the more unemployment will decrease, raising the standard of living for everyone. Therefore, workplace productivity is pivotal for economic growth. Being productive is fundamental to business success as well as personal satisfaction. Organizational productivity is the amount of goods and services that a worker produces in a given amount of time. Workforce or organizational productivity is a measure for an organization or company, a process, an industry or a country (Goodman, 2003). Furthermore, an enterprise consists of technology and people organized to accomplish some purpose. The success of an enterprise such as the banking industry can be assessed on the basis of its output and/or the processes and inputs that produce the output. Productivity in general terms, is the ratio of the output of the enterprise to the inputs. Researchers have obtained measures of individual performance to include speed, accuracy, and time needed to learn, and have used these to estimate individual productivity at the workplace. The implicit or explicit assumption underlying these efforts has been that increased individual productivity will increase organizational productivity. (Locke and Latham 2005). However, at its most basic, productivity is the amount of value produced by the amount of cost (or times) required to do so. And while this equation seems simple enough on the surface, the strategies for optimizing it have evolved dramatically over the last two decades. With the advent of technology massive personal productivity gains have been enabled. Computers, spreadsheets, email and other advances have made it possible for an average employee to seemingly produce more in the day than was previously possible in a year. Arguably, it is important to affirm that if individuals are able to perform their work much better and faster, overall organizational productivity is inevitable. Notably, previous studies have been conducted on organization productivity by some scholars; and they also developed some attributes for measuring organizational productivity. It is important to state that what constitutes measures for organizational productivity differs from one industry to another. In this study, two attributes were used as measures of organizational productivity in the Nigerian banking sector. The measures are customer satisfaction and organizational growth.

Employee Communication: In the world all over, communication is an important component of organization activity. Because the global world has become widespread, most organizations need to meet their needs with a lower resource moral through communication. Communication is a many sided phenomenon that conveys different meaning to different people. Communication is simply referred to as the reduction of uncertainty or an exchange of meaning. For organizations and human as a social being, communication has a vital importance and is considered as an inseparable piece of life and also it has an important role on all activities aimed at achieving organizational objectives (Ada and Alver, 2008). Furthermore, communication is the human activity that links people together and create relationships. It is the glue that binds people together in an organization. According to Ince and Gul (2011), communication is the exchange of ideas, emotions and opinions through words, letters, and symbol among two or more people. On the other hand, employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. Rogers and Rogers (1976) argue that "the behaviour of individuals in organizations is best understood from a communication point of view. Communication plays a pivotal role in all types of relationships whether it is personal or professional. A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate. Employers who have open lines of communication with managers are more likely to build effective work relationships with those managers, increase their relational identification, enhance their performance and contribute to organizational productivity (Tsai, Chuang & Hsieh, 2009). Notably, there is strong evidence that different aspects of effective management communication such as high frequency, openness and accuracy, performance and feedback, and adequacy of information about organizational policies and procedures are positively related to employee's performance and organizational productivity (Asamu, 2014). People must come together, think together, learn together and advance together. Effective communication is needed for management to develop and sustain a competitive advantage for organizational improvement and productivity. Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. However, from the foregoing discussion, it appears that a relationship exists between employee communication and organizational productivity. The researchers also agree with the views of previous scholars and therefore conclude that

employee communication influence organizational productivity in the Nigerian organizations especially the banking sector.

Team Building: Team work over the years has remained the ultimate competitive advantage adopted by most Nigerian organizations. In today's business scenario, teams have come to be considered as a central element in the functioning of organizations. The use of teams has been facilitated by many studies reporting the positive relationship between team-based working and the quality of products and services offered by an organization (Neelam and Shilpi 2015). Organizations have realized that highly effective teams can positively affect the company and help them stay competitive. Notably, most of the research literature indicates that the concept of team building becomes potentially, a powerful intervention for enhancing organizational performance through employee development when the circumstances of the specific team and organizational context are appropriate. Managers must recognize that they play a central role in effective team building. Team building involves a wide variety of activities presented to organizations and aimed at improving team performance. It is a philosophy of job design that sees employees as members of interdependent teams rather than individual workers (Fapohunda, 2013). More so, Dianna (2006) affirms that teamwork is a form of collective work that might involve individual tasks, but usually include some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group. Remarkably, recent studies show that employee working within the team can produce more output as compared to individual. One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to make maximum output from employees. Another study concluded that it should be possible to design a system of teambuilding within every organization for employees in order to promote and distribute best practice and maximize output or productivity. Conti and Kleiner (2003) opined that organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient, and most importantly, profitable. From the foregoing discussion, it seems that a relationship exists between team building and organizational productivity. The researchers also agree with the views of previous scholars and therefore conclude that team building influences organizational productivity in the Nigerian banking sector.

Social Supports: Social support appears to be the most studied dimension of interpersonal relationships at work. Social support refers to the helpful social interactions that exist between employees, employers, superior and subordinate in an organization. Social support is considered a positive aspect of interpersonal relationships that is perceived as being better than other negative psychosocial factors at work. Furthermore, the lack of social support can create stress and tension in an organization. When an employee does not receive the required level of cooperation and support expected from superior's and other colleagues at the workplace, it could enhance the stress level which will ultimately impact on the level of productivity. Usually the norms and established traditions for interpersonal interactions will set the standard to what we consider minimum level of support. Observed lower level of social support could be detrimental to the employee and the organization. Others have viewed social supports as involving perceptions that one has access to helping relationships of varying quality or strength, which provide resources such as communication of information, emotional empathy, or intangible assistance. Social support is assumed to be a critical job resource that makes the role demands for which support is given. Workplace social support is defined as the degree to which individuals perceive that their well-being is valued by workplace source, such as supervisors, and the broader organization in which they belong (Ford *et al*, 2007) and the perception of these sources provide help to support their well-being. Notably, from the foregoing discussions, it is evident that the importance of workplace social support in increasing employee morale and productivity cannot be over-emphasized. When an employee is provided with the necessary financial, material, human and emotional support to diligently carry out his responsibilities; undoubtedly, he will put in his/her best to accomplish the assigned task, which will ultimately enhance organizational productivity. Therefore, the researchers are of the view that a relationship exists between social supports and organizational productivity in Nigerian organizations.

Relational Justice: The concept of relational justice describes the relation between the employees and their managers, who supposedly represent their respective organization. The consideration of employee viewpoints in matters concerning the employee's welfare and organization's growth is very essential. In relational justice, employees are expected to be treated equally without bias, from supervisors or the management. Moliner and colleagues developed the concept of relational justice and associated it to the group- or work-unit level and to employee burnout suggesting that perceived justice among employees can explain well-being beyond the individual level. Tyler and his colleagues opined that interpersonal treatment and procedures, viewed as fair, are prime indicators, for the individual, of respect from authorities and from their group, the contrary implying marginality and disrespect (Tyler *et al*, 1996). However, organizations that expect efficiency and high level of productivity from their employees should adopt relational justice interactive strategy. When an employee feels accepted and is appreciated by his supervisors for task well executed, he feels better motivated and confident to attain greater tasks. Cumulatively, when a good number of a company's

employee feels comfortable with their work environment and existing supervisor's relational skills, it impacts on their work culture positively which could lead to improve organizational productivity. The only thing of real importance that leaders do is to create and manage culture. (Ellen; Shaun; Todd; & Leslie, 2011). Mashal and Saima (2014) also opined that organizational culture is the most important variable that influences organizational performance and productivity. Organizational culture is the combination of values, beliefs and norms which may impact the way employees behave, think and feel in the organization (Schein, 2011). There are four basic functions of organizational cultures: providing sense of identity to members, enhancing the commitment, strengthening organizational values, and shaping behavior through a control mechanism (Nelson & Quick, 2011). However, the organization level of productivity is the function of the basic returns to the installation of strong culture in the organization's system which enable it to perform its routines undoubtedly. Also, Kotter, (2012) posits that organizational culture has the ability to increase job satisfaction and awareness about problem solving and organization productivity. A compliance of organization's management principles and its organizational culture is needed in order for organizational survival. In a study conducted by (Eaton and Kilby 2015), it was found that 72% of the respondents opined that culture is extremely important for organizational productivity. They further posit that the level of productivity obtained in an organization is moderated or mitigated by the allowed level of workplace interpersonal communication. However, Bulach, Lunenburg & Potter (2012) suggests that the impact of organizational culture on employee behavior, performance or productivity is based on three (3) important ideas. Firstly, having knowledge of the organization culture permits employees to understand the history and functioning of the organization. This knowledge provides information about projected future behaviours. Secondly, organizational culture raises devotion to the organization's philosophy and values. This commitment creates shared feelings of achieving common goals. This entail that organizations can achieve greater success only when employees share values. Thirdly, organizational culture, with its norms, serves as a control or moderating mechanism to direct behaviors towards expected behaviours. Remarkably, an organization's culture defines the nature of an organization; it's norms, values, operational conduct and employee interpersonal relationship behavior. An organizational culture that permits employee interpersonal relationship will afford the employees the opportunity to communicate either formal or informal with the organization. Conversely, a culture that does not support employee interpersonal relationship will discourage employees from interacting freely among one another. A company's organization culture can moderate the relationship between workplace interpersonal relationship and its level of productivity. An organization's culture that promotes employee interpersonal relationship, will experience low staff turnover, happy and motivated staff, who will work devotedly and efficiently to attain improved productivity at the workplace.

Leadership style is a key determinant of the success or failure of any organization. A leader is a person who influences, directs and motivates others to perform specific task and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. According to Michael (2011) leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. A leader's style of administration may favour or discourage employee workplace interpersonal relationship and moderate their level of productivity in the workplace. Relationship between leadership style and organizational productivity has been often discussed. Furthermore, McGrath and Macillan (2000) reported that there is a significant relationship between leadership styles and organizational productivity. Effective leadership style is seen as a potent source of management development and sustained competitive advantage. Leadership style helps organizations to achieve their current objectives more efficiently by linking job performance to valued reward and by ensuring that employees have the needed resources to get the job done. Sun (2002) compared leadership style with leadership performance in schools and enterprises, and found that leadership style had a significantly positively correlation with organizational productivity in both schools and enterprises. Broadly speaking, leadership performance is identical with organizational productivity. Furthermore, it is important to emphasize that a good leadership style can moderate the relationship between employee interpersonal communication and organizational productivity. A leadership style that encourages good workplace interpersonal relationship will give the employees the privilege of relating with one another, initiating good suggestions as to how task will be carried out, increase team work, improved employee motivation which will ultimately impact on the level of organization's productivity.

III. METHODS AND MATERIALS

The survey research design was adopted in the study because it offers a wide coverage and permits generalizability of research findings. The population for this study consists of all the deposit money banks that are currently operating in the financial services sector in Port Harcourt, Rivers State. Thus, our target population comprised of 22 deposit money banks operating in Port Harcourt, Rivers State. Furthermore, two-stage sampling techniques were adopted for this study. At the first stage, all the 22 quoted deposit money banks were

stratified into two major Local Government Areas based on where they are situated. The Local Government Areas are Obio/Akpor and Port Harcourt City Local Government Council respectively. At the second stage, all the staff of the selected banks that were willing to participate in the study was given copies of the questionnaire up to the number assigned to each of the banks. Therefore, the sample size for this study comprised one hundred and fourteen (114) staff of the deposit money banks considered for this study. The researcher judgmentally distributed 72 copies of the questionnaire to the staff of the 12 banks located within the Obio/Akpor Local Government Area on the ratio of 6 copies of the questionnaire per bank; while 42 copies of the questionnaire were given to the staff of the banks situated within the Port Harcourt City Local Government Area on the ratio of 6 copies per bank respectively. Table 1 shows the questionnaire administration rate.

Table 1. Questionnaire Administration Rate

S/N	No. of Banks	LGA Situated	No of respondents or managers	Quantity to be distributed	Percentage of questionnaire to be distributed
1	12	Obio/Akpor	72	72	63.2%
2	7	PHALGA	42	42	36.8%
Total	19	19	114	114	100%

Source: Research survey, 2018

The rationale behind our distribution of the highest number of (72) copies of the questionnaire to the staff of the deposit money banks located in Obio/Akpor is because it has the highest number of registered banks which also may imply that they have the highest number of employees. Similarly, the validity of the scales used in this study was assessed for content, construct and face validity and reliability was ensured by pretesting the questionnaire on at least 20 staff of other banks not included in this study. More so, the researcher used the Cronbach's Alpha analysis to ascertain the reliability and internal consistency of the measurement instrument. Table 2. Shows the instrument reliability rate

Table.2: Research Instrument Reliability Rate.

S/No	Variables	Number of items	Number of cases	Cronbach's Alpha
1	Employee Communication	5	186	0.759
2	Team Building	5	186	0.737
3	Social Support	4	186	0.748
4	Relational Justice	5	186	0.775
5	Customer Satisfaction	3	186	0.890
6	Organizational Growth	3	186	0.751
7	Organizational Culture	3	186	0.855
8	Leadership Styles	3	186	0.765

Source: SPSS Output, 2018

Table 2. Showed different Cronbach's Alpha values for the 8 constructs of the scaled questionnaire which were all considered sufficiently adequate for the study. Over all, this indicated that there was internal consistency of the variables scaled and that variables construct exhibited strong internal reliability. The results therefore confirmed that the instrument we used for this study had satisfactory construct reliability.

Test of hypotheses, Results and Discussions.

Table 3. Correlations for employee communication and organizational productivity.

		Employee Communication	Customer Satisfaction	Organizational Growth
Employee Communication	Pearson Correlation	1	.486**	.785**
	Sig. (2-tailed)		.000	.000
	N	186	186	186
Customer Satisfaction	Pearson Correlation	.486**	1	.367**
	Sig. (2-tailed)	.000		.000
	N	186	186	186
Organizational Growth	Pearson Correlation	.785**	.367**	1
	Sig. (2-tailed)	.000	.000	
	N	186	186	187

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

Source: Research Data , 2018 (SPSS output, version 21.0)

From the result in Table 3 above, the correlation coefficient (rho) shows that there is a significant and positive relationship between employee communication and customer satisfaction. The *correlation coefficient* 0.486 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical

findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee communication and customer satisfaction in deposit money banks in Port Harcourt. Similarly, the result in Table 3 above depicts the correlation coefficient results (rho) which shows that there is a significant and positive relationship between employee communication and organizational growth. The *correlation* coefficient of 0.785 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicating also a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee communication and organizational growth in deposit money banks in Port Harcourt.

Table 5: Correlations for Team Building and Measures of Organizational Productivity

		Team Building	Customer Satisfaction	Organizational Growth
Team Building	Pearson Correlation	1	.842**	.463**
	Sig. (2-tailed)		.000	.000
	N	186	186	186
Customer Satisfaction	Pearson Correlation	.842**	1	.367**
	Sig. (2-tailed)	.000		.000
	N	186	186	186
Organizational Growth	Pearson Correlation	.463**	.367**	1
	Sig. (2-tailed)	.000	.000	
	N	186	186	187

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

Source: Research Data, 2018 (SPSS output, version 21.0)

The result as shown in table 5 above, suggests that there is a significant and positive relationship between team building and customer satisfaction. The *correlation coefficient* 0.842 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicative of a very strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between team building and customer satisfaction in deposit money banks in Port Harcourt. Furthermore, from the result shown in Table 5 above, the correlation coefficient (rho) depicts that there is a significant and positive team building and organizational growth. The *correlation* coefficient of 0.463 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between team building and organizational growth in deposit money banks in Port Harcourt.

Table 6: Correlations for Social Supports and Measures of Organizational Productivity

		Social Support	Customer Satisfaction	Organizational Growth
Social Support	Pearson Correlation	1	.487**	.799**
	Sig. (2-tailed)		.000	.000
	N	186	186	186
Customer Satisfaction	Pearson Correlation	.487**	1	.367**
	Sig. (2-tailed)	.000		.000
	N	186	186	186
Organizational Growth	Pearson Correlation	.799**	.367**	1
	Sig. (2-tailed)	.000	.000	
	N	186	186	187

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

Source: Research Data, 2018 (SPSS output, version 21.0)

The result in the Table 6 above, entail that there is a significant and positive relationship between social support and customer satisfaction. The *correlation coefficient* 0.487 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social support and customer

satisfaction in deposit money banks in Port Harcourt. Correspondingly, From the result in Table 6 above, the correlation coefficient (rho) revealed that there is a significant and positive relationship between team building and organizational growth. The *correlation* coefficient of 0.799 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social support and organizational growth in deposit money banks in Port Harcourt.

Table 7: Correlations for Relational Justice and Measures of Organizational Productivity

		Relational Justice	Customer Satisfaction	Organizational Growth
Relational Justice	Pearson Correlation	1	.539**	.820**
	Sig. (2-tailed)		.000	.000
	N	186	186	186
Customer Satisfaction	Pearson Correlation	.539**	1	.367**
	Sig. (2-tailed)	.000		.000
	N	186	186	186
Organizational Growth	Pearson Correlation	.820**	.367**	1
	Sig. (2-tailed)	.000	.000	
	N	186	186	187

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

Source: Research Data , 2018 (SPSS output, version 21.0)

The correlation result in Table 7 shows that there is a significant and positive relationship between relational justice and customer satisfaction. The *correlation coefficient* 0.539 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between relational justice and customer satisfaction in deposit money banks in Port Harcourt. More so, the result in Table 7 suggests that there is a significant and positive relationship between relational justice and organizational growth. The *correlation* coefficient of 0.820 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between relational justice and organizational growth in deposit money banks in Port Harcourt.

Table 8: Partial Correlation testing for Organizational Culture

Control Variables			Workplace Interpersonal Relationship	Organizational Productivity	Organizational Culture
none ^a	Workplace Interpersonal Relationship	Correlation	1.000	.870	.719
		Significance (2-tailed)	.	.000	.000
		Df	0	184	184
	Organizational Productivity	Correlation	.870	1.000	.648
		Significance (2-tailed)	.000	.	.000
		Df	184	0	184
	Organizational Culture	Correlation	.719	.648	1.000
		Significance (2-tailed)	.000	.000	.
		Df	184	184	0
Orgnl Culture	Workplace Interpersonal Relationship	Correlation	1.000	.764	.
		Significance (2-tailed)	(2-	.000	.
		Df	0	183	.
	Organizational Productivity	Correlation	.764	1.000	.
		Significance (2-tailed)	(2-	.000	.
		Df	183	0	.

a. Cells contain zero-order (Pearson) correlations.

Source: Research Data , 2018 (SPSS output, version 21.0)

In Table 8 above, the zero-order partial correlation between workplace interpersonal relationship and organizational productivity shows the correlation coefficient where organizational culture is not moderating the relationship; and this is, indeed, both high (0.870) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for organizational structure, however is (0.764) and statistically significant (p-value (= 0.000) < 0.05.). The observed positive "relationship" between workplace interpersonal relationship and organizational productivity is due to underlying relationships between each of those variables and organizational culture. Looking at the zero correlation, we find that both workplace interpersonal relationship and organizational productivity are highly positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.764 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: Organizational culture significantly moderates the influence of workplace interpersonal communication on organizational productivity in deposit money banks in Port Harcourt.

Table 9. Partial Correlation testing for Leadership Styles

Control Variables			Workplace Interpersonal Relationship	Organizational Productivity	Leadership Styles	
-none- ^a	Workplace Interpersonal Relationship	Correlation	1.000	.870	.709	
		Significance (2-tailed)	.	.000	.000	
		Df	0	184	184	
	Organizational Productivity	Correlation	.870	1.000	.740	
		Significance (2-tailed)	.000	.	.000	
		Df	184	0	184	
	Leadership Styles	Correlation	.709	.740	1.000	
		Significance (2-tailed)	.000	.000	.	
		Df	184	184	0	
	Leadership Styles	Workplace Interpersonal Relationship	Correlation	1.000	.727	.
			Significance (2-tailed)	.	.000	.
			Df	0	183	.
Organizational Productivity		Correlation	.727	1.000	.	
		Significance (2-tailed)	.000	.	.	
		Df	183	0	.	

a. Cells contain zero-order (Pearson) correlations.

In Table 9. the zero-order partial correlation between workplace interpersonal relationship and organizational productivity shows the correlation coefficient where leadership styles is not moderating the relationship; and this is, indeed, both high (0.870) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for organizational structure, however is (0.727) and statistically significant (p-value (= 0.000) < 0.05.). The observed positive "relationship" between workplace interpersonal relationship and organizational productivity is due to underlying relationships between each of those variables and leadership styles. Looking at the zero correlation, we find that both workplace interpersonal relationship and organizational productivity are highly positively correlated with leadership styles, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.727 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: leadership styles significantly moderate the influence of workplace interpersonal communication on organizational productivity in deposit money banks in Port Harcourt.

IV. DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between workplace interpersonal relationship and organizational productivity of deposit money banks in Port Harcourt as well as the moderating role of organizational culture and leadership styles. The findings revealed a positive and significant relationship between workplace interpersonal relationship and organizational productivity using the Pearson Product Moment Correlation tool at a 95% confidence interval. More specifically, the following findings from the study emerged: The first and second hypotheses sought to examine the relationship between

employee communication and organizational productivity. Hence it was hypothesized that there is no significant relationship between employee communication and organizational productivity. These hypotheses were tested using the Pearson Product Moment Correlation technique. The test of hypotheses one and two, in table (3.) shows that there is a strong positive relationship between employee communication and each of the measures of organizational productivity in the sample of deposit money banks in Port Harcourt. This implies that employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. This current finding was also consistent with the arguments of Rogers and Rogers (1976) who argued that "the behaviour of individuals in organizations is best understood from a communication point of view. Communication plays a pivotal role in all types of relationships whether it is personal or professional. A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate (Jame & Nickson, 2013).

Employers who have open lines of communication with managers are more likely to build effective work relationships with those managers, increase their relational identification, enhance their performance and contribute to organizational productivity (Tsai, Chuang & Hsieh, 2009).

The tests of hypotheses three and four in Table (4) revealed that there is a positive significant relationship between team building and organizational productivity of deposit money banks in Port Harcourt. This finding however supports the views of Dianna (2006) who affirmed that teamwork is a form of collective work that might involve individual tasks, but usually include some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group. Remarkably, recent studies show that employee working within the team can produce more output as compared to individual (Jones, *et al* 2007). The current finding also supports the views of Ingram (2000) who argued that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to make maximum output from employees. Another study concluded that it should be possible to design a system of teambuilding within every organization for employees in order to promote and distribute best practice and maximize output or productivity. Conti and Kleiner (2003) opined that organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient, and most importantly, profitable. From the foregoing discussion, it seems that a relationship exists between team building and organizational productivity.

The test of hypotheses five and six in table (5) respectively, shows that there is a positive and significant relationship between social support and each of the measures of organizational productivity in the sample of deposit money banks in Port Harcourt. This implies that when an employee is provided with the necessary financial, material, human and emotional support to diligently carry out his responsibilities; undoubtedly, he will put in his/her best to accomplish the assigned task, which will ultimately enhance organizational productivity. This finding agrees with the arguments of Ulrich (2010) that social support appears to be the most studied dimension of interpersonal relationships at work. Social support refers to the helpful social interactions that exist between employees, employers, superior and subordinate in an organization. Social supports is considered a positive aspect of interpersonal relationships that is perceived as being better than other negative psychosocial factors at work. Furthermore, the lack of social support can create stress and tension in an organization. In most organizations where social support culture is practiced, employees provide the needed help to colleagues through impactful interactions that will facilitate the accomplishment of assigned tasks. When an employee is being given the needed information and resources to execute a particular task, undoubtedly, his/her level of productivity will increase. An employee is expected to maintain a good interpersonal and relational disposition in his/her interactions with his colleagues, superiors, subordinates, family members, friends and the larger society. When a good social support relationship is established, other employees in the workplace will be willing to assist one another in accomplishing specific tasks which if left for one person, may be too difficult for him/ her to accomplish.

The test of hypotheses seven and eight in table (6.) respectively, shows that there is a positive and significant relationship between relational justice and each of the measures of organizational productivity in the sample of deposit money banks in Port Harcourt. This implies that employees are expected to be treated equally without bias, from supervisors or the management. Moliner and colleagues developed the concept of relational justice and associated it to the group-or work-unit level and to employee burnout suggesting that perceived justice among employees can explain well-being beyond the individual level. Tyler and his colleagues opined that interpersonal treatment and procedures, viewed as fair, are prime indicators, for the individual, of respect from authorities and from their group, the contrary implying marginality and disrespect (Tyler *et al*, 1996).

The partial correlation coefficient result shown in table (7.) indicated that the organizational culture of the firm does significantly moderate the relationship between workplace interpersonal relationship and organizational productivity of deposit money banks in Port Harcourt. This current finding supports Kopelman *et al* (1990) who has argued that a relationship exists between organizational culture and organization

productivity. Also, Kotter, (2012) posits that organizational culture has the ability to increase job satisfaction and awareness about problem solving and organization productivity. A compliance of organization's management principles and its organizational culture is needed in order for organizational survival. In a study conducted by (Eaton and Kilby 2015), it was found that 72% of the respondents opined that culture is extremely important for organizational productivity. They further posit that the level of productivity obtained in an organization is moderated or mitigated by the allowed level of workplace interpersonal communication. However, Bulach, Lunenburg & Potter (2012) suggests that the impact of organizational culture on employee behavior, performance or productivity is based on three (3) important ideas. Firstly, having knowledge of the organization culture permits employees to understand the history and functioning of the organization. Remarkably, an organization's culture defines the nature of an organization; it's norms, values, operational conduct and employee interpersonal relationship behavior. An organizational culture that permits employee interpersonal relationship will afford the employees the opportunity to communicate either formal or informal with the organization. Conversely, a culture that does not support employee interpersonal relationship will discourage employees from interacting freely among one another. A company's organization culture can moderate the relationship between workplace interpersonal relationship and its level of productivity. An organization's culture that promotes employee interpersonal relationship, will experience low staff turnover, happy and motivated staff, who will work devotedly and efficiently to attain improved productivity at the workplace.

The partial correlation coefficient result shown in Table (8.) indicated that the leadership styles of firms do significantly moderate the relationship between workplace interpersonal relationship and organizational productivity of deposit money banks in Port Harcourt. This current finding supports Michael (2011) leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. A leader's style of administration may favour or discourage employee workplace interpersonal relationship and moderate their level of productivity in the workplace. Relationship between leadership style and organizational productivity has been often discussed. Most research showed that leadership style has a significant relationship with organizational productivity and that different leadership style may have a positive correlation or negative correlation with organizational productivity depending on the variables used by the researchers (Fu-Jin *et al* 2010). Furthermore, McGrath and Macillan (2000) reported that there is a significant relationship between leadership styles and organizational productivity. Effective leadership style is seen as a potent source of management development and sustained competitive advantage. Leadership style helps organizations to achieve their current objectives more efficiently by linking job performance to valued reward and by ensuring that employees have the needed resources to get the job done.

V. CONCLUSION

Organizations are appreciating that workplace interpersonal relationship helps them to build stronger bond with employees. As such workplace interpersonal relationship can build and enhance relationships and strengthen commitment to the company and improve the employees' work attitude which will later impact on the level of organizational productivity. The results of the research reveal that if workplace interpersonal relationship components (employee communication, team building, social support and relational justice) are adopted in organizations and managers devotes attention relentlessly to it, it will enhance the level of productivity. The study thus concludes that workplace interpersonal relationship affects organizational productivity in deposit money banks in Port Harcourt. The following recommendations became necessary from this study:

The management of money deposit banks should develop healthy workplace leadership that provides friendly culture for everyone to be free with one another. Freedom of interaction is key for workplace bliss and improved productivity on the part of the workers.

There should be opened lines of communication among the banks employees to encourage free sharing of ideas and information about personal and work-based issues. When co-workers are free to interact through communication either at the informal or formal levels, problems are easily shared and solved. Organisations where subordinates dread superior colleagues loses the myth in workplace interrelationship. Fear permeates the social fibre of the human elements and ingenuity and innovation are hindered.

The study also recommended that the critical role of team building should be appreciated. Teams exist to accomplish targets. Teams therefore help in building family bonding among the workers. When team building is encouraged, delegation of tasks is also encouraged and meeting targets is easier. Team building creates collective spirit in the workforce towards realization of organizational goal.

Social supports is an ingredient for employee commitment. When employees are socially supported by the management, enthusiasm and loyalty evolves. Social supports for employees lessens burden of the workforce and create a sense of belongingness. The result is high productivity on the part of supported workforce.

Relational justice gives confidence to every employee in such a manner that the issue of bias, nepotism and fear are eroded. Everyone works for the success of his or her effort knowing that if more effort is put in, commensurate reward will be attracted. Favourable work climate is encouraged with relational justices. Fairness and equity prevails.

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