

ELECTRONIC COMMUNICATION AND JOB PERFORMANCE IN MONEY DEPOSIT BANKS IN RIVERS STATE

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ABSTRACT

The study investigates relationship between electronic communication and job performance of two (2) selected Organization in Port Harcourt, Nigeria. The cross-sectional survey design was adopted. Data were drawn from ninety (90) administrative and managerial employees. The instrument used for Data Collection is Questionnaire. A total of seventy-six (76) copies retrieved were analyzed. Correlation Statistics was used to test hypotheses. The findings showed that there is a significant relationship between instant messaging and electronic mail and job performance. It is also observed that there is a significant relationship with electronic communication and job Performance. The findings of this study clearly show that electronic communication has become a vital tool for improving job performance in money deposit banks in Rivers State. In today's fast-paced banking environment, relying solely on traditional communication methods is no longer effective. Electronic communication is not just a supportive tool but a strategic asset for money deposit banks in Rivers State. And recommended that when effectively managed and properly utilized, it leads to improved efficiency, stronger collaboration, quicker decision-making and ultimately better job performance.

KEYWORDS: Electronic Communication, Job Performance, Cultural context, Instant messaging and Productivity

INTRODUCTION

Technology and its communication, facilitates and holds the foundations for creating and managing employees in Service Oriented Organizations, that are increasingly common in today global marketplace. The rise of service workers is a relatively recent phenomenon and has been brought about in part by the invention of internet, groupware and office information system. The entire communication in modern organizations depends on technology, Palmer & Speire, (2011)they are connected by all the modern tools that are taken for granted in the 1990's Workplace(Geber, 2014). Electronic communication creates a new form of many to many Communications that lets geographically distributed groups communicate interactively and simultaneously through text, sound, video etc. This form of communication uses the transfer of data, image and signal through wire, electromagnetic energy, radio, photo electronic or photo

optical system, and by this, people have started to communicate via email which was successfully implemented for the first time on the ARPANET in the year,2001by Raymond Samuel Tomlinson. Prominent corporate Leaders consistently identify two key strategies for Performance that relate to business communication: communicate continuously and listen carefully, (Neff & Citrin, 2009). Electronic communication facilitates both potentials to reach massive numbers of customers, stakeholders and employees. New technologies have made customers the locus of decision making, they make it possible to get unprecedented amounts of information about customers as well as give them access to vast quantities of information.

Communication has matured and morphed over a relatively short period, changing from typical face to face dialogue to the use of innovative and sophisticated technology designed to increase efficiency and effectiveness. We use technology such as email, text-messaging (SMS, MMS), instant messaging (IM), social media and video teleconferencing communication which has made it easier to communicate but has become much less personal and consequently misunderstood. It sounds like trading effectiveness for efficiency. We are people, we love to talk and for a group of people to be an organization rather than just a random of individuals, they need to communicate to each other, understand what each other is doing and coordinate their activities. As Covey (2020), indicates, you don't need to need a management expert to know that the more effective the communication, the more efficient and productive the people and their activities will be. In addition, a well-organized workplace features openness and transparency throughout the levels of the company or organization so that everyone is clear about his role and purpose at work and how it affects the work of others. Good leaders know that, providing a culture of openness and interpersonal relationships will create an environment, culture of trust and the ability to shed dysfunction and the likelihood of people misunderstanding each other, thus providing a true ability to communicate amongst others at every level of the organization. Office managers have traditionally spent the majority of their time communicating in one form or the other (meetings, face to face discussions, memos, letters, emails, report etc.).

Today, however, more and more employees find out that an important part of their work is communication, especially now that service workers outnumber production workers and research as well as production processes emphasize greater collaboration and team work among workers in different functional groups. Moreover, a sea-change in communication technologies has contributed to the transformation of both work and organizational structure. For this reasons, communication practices and technologies have become more important in all organizations but they are perhaps most important in knowledge-intensive organizations. Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations as it is seen as a facilitator for overall performance, (Grenier and Metes 2002), (D'Aprix 2016, Witherspoon 2017, Von Krogh 2021). An organization needs highly performing individuals in order to meet their goals to deliver the products and services they specialized in and finally to achieve competitive advantage. Performance is also important for the individuals. Accomplishing tasks and performing at high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance is often rewarded by financial and other benefits. Performance is a major prerequisite for future career development and success in the labor market. Although there might be exceptions, high performers

get promoted more easily within an organization and generally have better career opportunities than low performance, (Van Scotter, Motowildlo & Cross 2017).

STATEMENT OF PROBLEM

Electronic communication allows two or more persons who are not physically together to exchange information through a computer system. Many studies have suggested that electronic communication has the potential to provide tools for enhancing the flow of information in an organization. However, research aimed at analyzing the effective use of electronic communication in deposit money bank has arrived to contradictory conclusions of Positivist studies of electronic communication based on the Information Richness Technology (IRT).

Daft and Lengel (2016), have found that electronic communication is inadequate to handle ambiguous situations in the office. On the other hand, interpretive studies of electronic communication have shown that electronic communication can accommodate the exchange of information even in confusing situation. This study based on the identified problem has sought to examine the relationship between electronic communication and office managers job performance in money deposit bank in Nigeria. Statement of problem with electronic communication lies in its inherent complexities and potentials drawback which can lead to miscommunication, security breaches and social challenges. These issues stem from the reliance on digital tools, the potential for technical glitches and the need for users to adapt to new technologies sometimes at the expense of social interaction. While electronic communication offers numerous benefits, it also presents significant challenges that must be addressed to ensure effective and ethical communication in the digital age.

TRANSACTION MODEL THEORY

The Transaction Model of communication differs from the Transmission and Interaction Models in important ways, including the conceptualization of communication, the role of sender and receiver, and the role of context (Barnlund 2019). The Transaction Model of communication describes communication as a process in which communicators generate social realities within social, relational, and cultural contexts. In this model, nurses don't just communicate to exchange messages; they communicate to: Create relationships, form intercultural alliances, shape self-concept and engage with others in dialogue to create communities.

The roles of sender and receiver in the Transaction Model of communication differ significantly from those in the other models. Instead of labeling participants as senders and receivers, the people in a communication encounter are referred to as communicators. Unlike the Interaction Model, which suggests that participants alternate positions as sender and receiver, the Transaction Model suggests that you are simultaneously a sender and receiver. For example, when you first meet a client, you send verbal messages saying hello, who you are, and why you are there. Before you are done your introduction, the client is reacting nonverbally. You don't wait until you are done sending your verbal message to start receiving and decoding the nonverbal messages of the client. Instead, you are simultaneously sending your verbal message and receiving the client's nonverbal messages. This is an important component of this model because it helps you understand how you can adapt your communication. For example, in the middle of sending a verbal message, you can adapt your communication in response to the non-verbal message you are simultaneously receiving from your communication partner. The Transaction Model also includes a more complete understanding of context. The Interaction Model portrays context as physical and psychological

influences that enhance or impede communication. While these influences are important, the model focuses on message transmission and reception. Because the Transaction Model of communication frames communication as a force that shapes your realities before and after specific interactions occur, it must account for contextual influences outside of a single interaction. To do this, the Transaction Model considers how social, relational, and cultural contexts frame and influence communication encounters. Here is a short description of each context:

Social Context: Refers to the stated rules or unstated norms that guide communication. As you are socialized into the nursing profession, you learn rules and norms for communicating, which are often referred to as communication strategies and principles. Some common rules that influence social contexts in nursing include being truthful during your conversations, being patient and encouraging the client to speak, demonstrating empathy, speaking clearly, making eye contact, and so on. **Relational Context:** Includes the previous interpersonal history and type of relationship you have with a person. You communicate differently with someone you just met versus someone you've known for a long time. Initial interactions with people tend to be more highly scripted and governed by established norms and rules. As a nurse, you should always engage in communication in a professional manner because the nurse-client relationship is a professional one, not a personal one.

Cultural Context: Includes various aspects of identity such as gender, ethnicity, sexual orientation, class, and ability. While you may be able to identify some aspects of the cultural context within a communication encounter, there may also be cultural influences that you can't see. A competent communicator shouldn't assume they know all the cultural contexts a person brings to an encounter, because not all cultural identities are visible. Some people, especially those with identities that have been historically marginalized, are highly aware that their cultural identities influence their communication and influence how others communicate with them. Conversely, people with identities that are dominant or in the majority may rarely, if ever, think about the role their cultural identities play in their communication.

CONCEPT OF ELECTRONIC COMMUNICATION

Globalization and the development of information technology are forcing many organizations to reassess their business strategies in order to be more productive and efficient in their operation. One of the most revolutionary approaches to achieve such outcomes has been the development of electronic communication for employees to work efficiently in an organization. Electronic communication is a less personal method of communication but more efficient. When using this channel, care must be taken to craft messages with clarity and to avoid the use of cynicism and overtone unless the message specifically calls for it. According to Ince and Gul (2011) communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. He states that this may be defined as a technical fact. Yet it is uncertain whether symbols are transferred truly or not, to what extent symbols meet the transmitted message and how effective is the transmitted fact on the receiver, (Kalla, 2015).

Without communication, through readings, listening (the receptive skills), speaking and writing (productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those things that we are ignorant of or have knowledge of or that we doubt about can be explained to us better through communication. Altinoz (2018) defines communication as a means through which the task and resources needed to carry out an assignment, the roles, duties and the expected results

are made known to the subordinates. This means that communication is the transfer of (a message) from one person to another. Thus, effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message (Baltas & Baltas, 2012). Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization. Employee communication is the dissemination of information which is related to the daily performance of an employee's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource, (Buchanan & Doyle, 2019).

Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Myers and Myers (2012) defined organizational communication as “the central binding force that permits coordination among people and thus allows for organized behaviour. According to Rogers and Rogers (2016) argued that “the behaviour of individuals in organizations is best understood from a communication point of view”. Electronic communication on the other hand means any transfer of signs, signals, writing, images, sounds, data or intelligence of any nature transmitted in whole or part by wire, radio, electromagnetic, photo electronic or photo-optical system. The term e-communication has been widely used since the emancipation of information technology at the early phase of the beginning of the new millennium. Now-a-days modern means of technology are used widely in communicating with other parties. The use of computer devices has eased and sped up, the communication takes place with the help of electronic devices like computer and other means. It may seem paradoxical that computers stereotyped as cold and impersonal, it can be used to increase personal connections and affiliation. Electronic communication is not a substitute for face-to-face relationships, but for many peripheral employees are, satisfying face-to-face is hard to come by the work place. Electronic communication can increase the informational and emotional connections of these employees (Siegel & McGure, 2010). The benefit to individual employees is immediate. The organization can additionally benefit by increasing employee capacity to work beyond the letter of the employment contract. From the organization's perspective, giving a voice to the voiceless and opening a window on the corporation can produce bad effect. If the previously voiceless employee uses the mail system to complain or to mobilize protest, managers might prefer that they had remains mute (Culnan & Markus 2017).

And even if increasing the participation by electronic means does not lead to riot or revolution, it still cost many. Some managers may be unwilling to support communication services that are not directly tied to task performance even if they do increase employee motivation and commitment. That decision, however, is one that should be taken in the light of more general human resource strategies. It is now well known that, for all its benefits, electronic communication holds risk for social life at work: though it does not always do so, electronic communication can result in misinterpretations, angry and uninhibited exchange and feelings of isolation or depersonalization among its users (Sproull & Kieslery 2016). These effects are often attributed to the technological characteristics of electronic media such as their limited ability to transmit the gestures, tone of voice and age movement that people use to regulate their interactions in face-to-face communication. Consequently, communications via the electronic media are frequently urged to use these technologies in appropriate ways, whether it means attending to “ethics and etiquette” Shapiro & Anderson (2011) or avoiding these media for certain types of communication (Lengel

& Daft 2019). Overall, present many securities and compliance risk that businesses must be aware of to maintain a secured environment while allowing users quick access to resources via digital channels. In so doing, organization must safeguard themselves against cyber threats and comply with all relevant regulations.

DIMENSIONS OF ELECTRONIC COMMUNICATION

Instant Messaging

This is a synchronous communication medium that can be used to maintain a list of “friends”. These friends can be contacted whilst and running the software by text messages or initiating a chat, audio or video conferencing session. It has been argued that IM enables more informal interaction compared with common synchronous media, such as chat and video conferencing since meetings do not need to be scheduled instead users can spontaneously e-collaborate synchronously with others when they are online. Today’s children are often considered the “net generation” who will be the inheritors of true information society (Williams 2019). However, despite their growing use of the internet, around half of 9-19 years old spend between half an hour or an hour online every day. This use narrow and skills are likewise limited (Living & Bobber, 2013).

Young people’s experience of internet technology and the skills they bring with them when they go onto the workplace or to higher education needed to be understood in order to be further developed and exploited (Smith 2012, Farmer 2013). When teenagers use online communication tools in their own time and within their peer groups, they do so out of choice. They are not constrained by externally imposed goals or rules as the adults in existing work place studies. Observation of this natural phenomenon may provide insight into system design, communication behaviour and online learning that are not subject to the preconceptions that may hold true in other circumstances. Teenagers use of online communication comes at a time when they are developing their own sense of group and personal identity. Instant messaging has characteristics that make it more suitable for this kind of exploitation than other kinds of online communication and this may go some way towards explaining its popularity. If we accept that online relationships are just as real and valid as in person, the use of IM by teenagers provide an opportunity to study their development in a non-instructive way. Workplace Instant messaging studies tend to take a goal-oriented approach to communication, emphasizing information exchange and coordination of activity over social conversation (Isaac et al, 2010). (Nardi et al, 2011). Adult in the workplace have a set of role-related priorities and their communication activity reflects these. The comparatively large amount of time that teenagers spend using communication tools such as IM, simply cannot be justified in the same way. For teenagers, contact is more important than content Livingstone and Bobber (2013), and their intense communication activity is a means of developing a sense of personal and group identity. The exploration of personal identity comes through, for example, in the study of Talamo and Ligorio (2011), who report on a transnational educational project centered around a multimedia environment where participants are represented as avatars. Students in the project where much more likely to try out the different avatars available than the teachers.

Suler (2020) suggest that the characteristics of IM environment are especially conducive to teenagers’ experimentation. The rarefied nature of personal representation and communication in IM means, it is possible to deconstruct one’s personality and present only one face at a time. Changing avatars can be a way of changing focus from one face to another, as changing one’s IM

name or image. At the same time, teenagers are experimenting with autonomy and strengthen the bonds with their peer groups as a way of learning about their place in the world (Suler, 2020). As older teenagers become more confident with their own personal identity, their need for online experimentation diminishes (Schlano et al 2015). A feature of IM that users consistently refer to as attractive is the ability to hold multiple simultaneous conversation (Lenhart, 2014). Instant messaging allows teenagers to indulge their need for group belonging by connecting with a number of their peers simultaneously, but each of those conversation is also private being visible only to the participants. Self-reported multitasking behaviour differs from one study to another. Because instant messaging conversation typically involves two participants, some of the problems encountered in chatroom conversation are less significant. In particular, the two main requirement for coherence noted by Greenfield and Subrahmanyam (2016), namely establishing who is participating in a particular thread and what constitute a relevant response are clearly less relevant with only two interlocutors. While their study describes a number of techniques for exploiting the graphical and textual characteristics of the chatroom to maintain coherence, the same functionality available in IM environments is more likely to be adapted for other purpose. There has been a “mass adoption” of IM around the world. The popularity of IM may be explained by the fact that it has been adopted in various settings:

Electronic Mail

Culnan & Marcus (2014) defined electronic Mail as interactive, computer-mediated technologies that facilitate two-way interpersonal communication among individuals or groups. They suggested that the introduction of new technologies that alter communication activities in organizations have the potentials to influence key aspects of organizational structure and process. Electronic mail has been defined as “the entry, storage, processing, distribution and reception from one account to one or more accounts of digitized text by means of a central computer” (Rice et al 2011). While a recent definition Kettinger & Grover (2010) views email as a computer system for the exchange of messages and other information that may include text and numerical data, computer programs, video, graphics and sound. Rudy (2016) in a relatively recent review of e-mail research comprehensively discusses the two dimensions of e-mail research, media choice and media effects. Rudy concludes that information overload is an important area in the context of e-mail and the growing use of the internet and that rather than think of e-mail as a unique technology, we should think of it as just another way for humans to interact. Garton & Wellman (2015) reviewed research literature into how e-mail shapes and is shaped by organizational structures and processes. They conclude that e-mail increases access to people and information in organizations, that changes associated with e-mail use are socially as well as technically determined and, when people communicate electronically, work groups become more fluid.

In a study of how inter-organizational e-mail system are being used and what factors are related to usage, Kettinger & Grover (2016) found that e-mail has become an important method of broadcast, task and social inter-organizational communication. Broadcast use includes public bulletin boards, list servers and discussion groups. Task use refers to communication required to accomplish group work including information dissemination, problem solving and project coordination. While social use reflects the ability to participate in education/entertainment activities, create and maintain personal contacts and seek job diversion. Furthermore, study respondents reported that the internet is altering organizational arrangements and the way they conduct business. The broadcast dimension of e-mail testifies to the information overload characteristics of the medium. This is supported by Bikson & Eveland (2020) who discovered a frequent finding of e-mail studies that

more messages are received than sent. Furthermore, Zmud (2011) states the paramount information problem faced by most managers in organizations was the overabundance of data. Sproull & Kiesler (2019) claimed that e-mail did not only increase the speed of information exchange, but also leads to an exchange of new information. Sproull & Kiesler (2001) later raised the idea that e-mail increased the number of connections in an organization and hence increased information and work load.

THE CONCEPT OF JOB PERFORMANCE

Job performance has been a concern for organizations and researchers. For decades, researchers have been looking for different ways to enhance employee job performance. Job performance refers to “behaviors of actions that are relevant to the goals of the organization in question”. Performance is a multidimensional variable in which every job has distinct performance components, Rayton (2016) argued that attitude influences performance. For example, Christian (2016), Cohrs, (2016), and Zhang & Zhang, (2019) found evidence that job satisfaction, an attitude variable influences job performance a behavioral variable. In their empirical study, Lawler and Portler (2011) reported that “satisfaction of higher order needs would be the most closely related to performance”. Although the causal direction between job satisfaction and job performance is still not resolved, Judge, Thoresen, Bono, and Patton (2013) found that the average true correlation between job satisfaction and job performance was estimated to be 0.30. In terms of the relationship between organizational commitment and job performance, there seems to be a consensus in the literature that there is a significant relationship between organizational commitment and job performance, averaging 0.20, (Riketta 2012). Recent studies show that employees who identify themselves with the organization they work at tend to perform better, (Hellman & McMillian, 2014), (Mathieu & Zajac, 2022), (Riketta, 2012), (Zheng & Zheng, 2019). For example, in a survey study, found that organizational commitment had a positive significant effect on job performance. In terms of absenteeism and job performance, a number of studies have examined the relationship between absenteeism and job performance.

However, majority of studies found the relationship between absenteeism and job performance to be negative, (Hogan & Hogan 2019, Viswesvaran, 2012). It is argued that innovative behavior in the workplace influences the performance of the organization, (Battor & Battor, 2010), (Thornhill, 2016). For example, in comparing three Australian studies, Emery (2010) found that innovativeness leads to higher productivity. Job performance is usually measured using subjective measures such as self-reports and supervisory ratings. For example, in their meta-analytic study, Mabe & West (2002) suggested that self-report measures may be a more valid indicator of performance than typically believed. In fact, Laffaldano and Muchinsky (2005) did not find much difference in the correlations between job satisfaction and job performance when performance was measured in either objective or subjective ways. On the other hand, some studies use objective measures of performance which are defined by Bommer, Johnson, Rich, Podsakoff and MacKenzie (2005) as “direct measures of countable behaviors or outcomes”. In the current study, however, subjective measures of performance are used based on the job performance measures study by (Rehman, 2011, Rehman & Waheed ,2011).

MEASURE OF JOB PERFORMANCE

Early Task Performance

Touting its potential benefits, employee participation or empowerment has served as an underlying theme in many recent public sector management reforms. However, few studies have investigated the conditions under which public managers are more or less likely to use participatory practices while making decisions with their employees. This study contributes to the public management literature by investigating how public manager assessments of employee behavior can affect the degree to which the manager uses two different types of empowerments: consultation and delegation. Using survey data from both employees and their supervisors collected in a large government agency, we find that supervisor perceptions of subordinate task performance and learning efforts are important in predicting their use of the two empowerment practices. In particular, public managers are more likely to delegate work to employees they perceive as higher performers but more likely to consult with employees who they perceive as exhibiting greater learning effort.

Empowerment or participatory management has long been a popular concept among scholars and practitioners. It is generally defined as a process in which power or influence is shared among individuals who are otherwise hierarchically unequal Wagner, (2020) and is thought to benefit organizations by increasing employee productivity, job satisfaction, and organizational commitment (Guthrie, 2011), (Lawler Mohrman & Ledford, 2015). Given these claims, it is hardly surprising that empowerment serves as an underlying theme in many public sector management reforms such as reinventing government, the new public management, and strategic human capital. Confirming the potential of participatory management, studies also found that empowerment practices decrease public employee work exhaustion and turnover and improve job satisfaction, organizational commitment, perceptions of work unit performance, and creativity or innovation (Fernandez & Moldogaziev, 2013). While the potential benefits of employee participation have been touted for many years, a review of the empirical evidence suggests that considerable uncertainty still exists. Several studies, for example, have highlighted how empowerment means different things to different people, may not always be welcomed by public employees and can even have negative or unintended consequences. Perhaps as a result, meta-analyses suggest that the effects of employee participation on performance and satisfaction are generally weak and may vary by the type of participation or as a result of individual and situational variables (Cotton, 2015), Daniels & Bailey, 2019). Empowerment practices, for example, are often less successful or even potentially harmful when they focus on increasing employee participation in decision making but fail to provide employees with the knowledge, resources, and support their need. (Bowen & Lawler, 2021).

Productivity

A simple way of looking at productivity in a business organization is to think of it in terms of the productivity model below. Essentially, productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. This is usually expressed in ratios of inputs to outputs. That is (input) cost per (output) good / service. It is not on its own a measure of how efficient the conversion process is. Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. When all outputs and inputs are included in the productivity measure it is called total productivity. Outputs and

inputs are defined in the total productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. It is a measure of total efficiency of a production process and as such the objective to be maximized in production process. Productivity measures that use one or more inputs or factors, but not all factors, are called partial productivities. A common example in economics is labor productivity, usually expressed as output per hour. At the company level, typical partial productivity measures are such things as worker hours, materials or energy per unit of production. In macroeconomics the approach is different. In macroeconomics one wants to examine an entity of many production processes and the output is obtained by summing up the value-added created in the single processes. This is done in order to avoid the double accounting of intermediate inputs. Value-added is obtained by subtracting the intermediate inputs from the outputs.

The most well-known and used measure of value-added is the GDP (Gross Domestic Product). It is widely used as a measure of the economic Pooja Yadav, Dept. of Mechanical Engineering, Manav Rachna International University, Faridabad, India, +919711538207. Guide: Col. Sachin Marwah, Dept. Of mechanical Engineering, Manav Rachna International University, Productivity growth also helps businesses to be more profitable. Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). As such, it can be expressed as: Hence, there are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). Of course, a similar effect would be seen if both input and output increased, but output increased faster than input; or if input and output decreased, but input decreased faster than output. Organizations have many options for use of this formula, labor productivity, machine productivity, capital productivity, energy, Simon (2017) defined the criterion of efficiency as dictating "that choice of alternatives which produce the largest result for the given application of resources". The conclusion to this approach has led, it is claimed to "the maximization of efficiency as a value". In practice it does not mean the greatest benefit for the cost, but instead the greatest measurable benefit for the measurable cost. Baldamus (2016) points out that "as the word efficiency has no scientific fundament, we are inclined to assume without question that to maximize efficiency is desirable if not indeed the chief purpose of industrial enterprise". The concepts discussed so far completely more relevance and the effectiveness of the work done, since they measure only those inputs and outputs that can either be converted into a monetary sum or readily quantified in some other way.

EMPIRICAL REVIEW

An empirical review on electronic communication would examine real-world studies and research to understand how electronic communication tools and platforms impact various aspects of life, such as education, business, healthcare, and social interactions. These reviews typically analyze data collected through surveys, experiments, and other methodologies to draw conclusions about the effectiveness, advantages, and disadvantages of electronic communication. Understanding electronic communication and the patterns that characterize its development are critical to realizing full benefits from computer supported work (Hiltz & Turoff, 2018). Cooperative work depends on effective communication and on the ability of organizations to manage the technology of communication appropriately (Rogers & Agarwala-Rogers, 2016), Farace, Monge & Russell,

2017). Organizations that do not understand the political and social dimensions of their communications systems will inevitably fail to achieve their purposes (Hawes, 2019, Benson, 2015). The capacity of computers to integrate data processing, text processing, and communication within a single user-accessible framework is one of the most fundamental changes to affect the world of work since the first Industrial Revolution and the rules and practices governing the use of such tools are still evolving rapidly (Anderson & Shapiro, 2022). The degree to which these capacities are used to increase the cooperative effectiveness of managerial and production processes depends on understanding how such tools are and are not like other more familiar tools, and how these new capacities can mesh with organizational priorities and outcomes.

Electronic communication is now essential in our life, today mobiles accompany a person throughout his day and allow him the access to information as well as convenience of easy communication people are expected to be available at all times and at any place. There is no longer any private time; social media enabled people to share information with online network and this means creating a cultural shift within societies, (Pinchot and Rota 2010). Electronic communication stresses the role of unified communication and the integration of telecommunication, as well as necessary software, storage and audiovisual that enables people to access and store information. Electronic communication became very important on a worldwide basis, actually it is considered necessary. Social media is used to connect with friends and brands, Rambe and Retumetse (2017) and influencers Casalo et al (2018) and to access information about current news and events, (Allcott & Gentzkow, 2017). The use of face book, twitter on a social level can help people find old friends, make new friends around the globe via social networking sites.

Electronic communication management is certainly one of the most important factors. Trevino and Webster (2012) conducted an empirical study to clarify electronic communication impacts and analyzed data gathered from electronic communication users in a health care firm. They revealed that management support, positively correlated with the ease of use and attitude toward the systems. Lipnack and Tamps (2012) observed some virtual teams applying Electronic Communication and reported some examples of how electronic communication Management accelerated diffusion of electronic communication. For example, in Buckman Labs, managers coordinated electronic communication training, allowed employees to use communication for informal communication and exercise leadership in order to ensure the success of the virtual teams. Because of this support, no less than one thousand, two hundred (1200) employees located around the world joined the virtual teams in the end. Sproul and Kieslery (2011) also argued for the importance of electronic communication management and, based on their observation, they recommended informal communication through electronic communication as highly beneficial for long-term performance. Lucas (2017) summarized past electronic communication impact studies and he concluded that the growing management challenge of electronic communication was not technical but motivating individual employees.

METHODOLOGY

The cross-sectional survey design was adopted. Data were drawn from ninety (90) administrative and managerial employees. The instrument used for Data Collection is Questionnaire. A total of seventy-six (76) copies retrieved were analyzed. Correlation Statistics was used to test hypotheses. The instrument for this study is a researcher constructed questionnaire, this response categories to

each of the questions were in descending order of weighting: Strongly Agree (5 points) to Strongly Disagree. The questionnaire were administrated directly to the respondent (staff) by the researcher during the field survey the respondent was allowed for a period of two (2) weeks to confer their opinions. Thereafter the researcher shall retrieve the questionnaire duly completed.

Data Analysis and Discussion

Table 1: Instant Message and Early Task Completion

		Instant Message	Early Task Completion
Instant Message	Pearson Correlation	1	.821**
	Sig. (2-tailed)		.000
	N	101	101
Early Task Completion	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

From results of the analysis shown on table 1 there is a strong, positive and significant relationship between instant message and early task completion evident in the correlation coefficient is 0.821 and the probability value of 0.000 which is less than the alpha level of 0.05 (i.e. $p = 0.000 < 0.05$) indicating that the relationship between instant message and early task completion is significant.

Table 1: Instant Message and Productivity

		Instant Message	Productivity
Instant Message	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	101	101
Productivity	Pearson Correlation	.547**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

From results of the analysis shown on table 2 there is a strong, positive and significant relationship between instant message and productivity evident in the correlation coefficient is 0.702 and the probability value of 0.000 which is less than the alpha level of 0.05 (i.e. $p = 0.000 < 0.05$) indicating that the relationship between instant message and productivity is significant.

Table 3: Electronic Mail and Early Task Completion

		Electronic mail	Early Task Completion
Electronic mail	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	101	101
Early Task Completion	Pearson Correlation	.542**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

From results of the analysis shown on table 3 there is a strong, positive and significant relationship between electronic mail and early task completion evident in the correlation coefficient is 0.663 and the probability value of 0.000 which is less than the alpha level of 0.05 (i.e. $p = 0.000 < 0.05$) indicating that the relationship between electronic mail and early task completion is significant.

Table 4: Electronic Mail and Productivity

		Electronic mail	Productivity
Electronic mail	Pearson Correlation	1	.732**
	Sig. (2-tailed)		.000
	N	101	101
Productivity	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

From results of the analysis shown on table 4 there is a strong, positive and significant relationship between electronic mail and productivity evident in the correlation coefficient is 0.732 and the probability value of 0.000 which is less than the alpha level of 0.05 (i.e. $p = 0.000 < 0.05$) indicating that the relationship between electronic mail and productivity is significant.

CONCLUSION AND RECOMMENDATION

The findings of this study clearly show that electronic communication has become a vital tool for improving job performance in money deposit banks in Rivers State. In today’s fast-paced banking environment, relying solely on traditional communication methods is no longer effective. Electronic communication is not just a supportive tool but a strategic asset for money deposit banks in Rivers State. And recommended that when effectively managed and properly utilized, it leads to improved efficiency, stronger collaboration, quicker decision-making and ultimately better job performance.

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