

Workplace Interpersonal Relationship and Customer Satisfaction in Deposit Money Banks in Port- Harcourt

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Abstract

The purpose of this study is to examine the relationship between workplace interpersonal relationship and customer satisfaction in commercial banks in Port -Harcourt. The study population comprises of four hundred and sixty (460) staff of the (19) quoted money deposit 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) 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. The multiple linear regressions were used to ascertain the dimension of Workplace Interpersonal Relationship with the most predictive influence on customer satisfaction. The result of the analysis revealed that Workplace Interpersonal Relationship significantly influenced customer satisfaction in money deposit banks in Port –Harcourt. The study further discovered that amongst the dimensions of Workplace Interpersonal Relationship used in this study that Team Building and Relational Justice were found to be the most significant predictors of customer satisfaction in money deposit banks in Port Harcourt. Hence, the researchers concluded that Workplace Interpersonal Relationship significantly affect customer satisfaction and therefore recommended that the management of deposit money banks in Port-Harcourt should increase their team building and relational justice strategies in other to enhance their level of customer satisfaction.

Keywords: Relational Justice, Team building, Customer Satisfaction, workplace relationship, Team building..

1. Introduction

Interpersonal relationship is an important aspect of every organization, and it is one of the vital components in human relationship. In today's 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 money deposit 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 (Manta & Harges, 2013).

The researchers preliminary investigations revealed that some customers of the money deposit banks in Port Harcourt experience low level of satisfaction at one time or the other, and could the low satisfaction level experienced be associated to 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 Organization 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; Isaac & Roger 2016; Song 2008; Olshfski 2008).

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., (Allan & Sienko, 2000; James & Nickson, 2003; Mamta & Narges, 2013; Obakpolo, 2015; 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 lack of empirical research on the effect of workplace interpersonal relationship on customer satisfaction in the Money Deposit Banks in the Nigerian context especially in Port Harcourt, Rivers State. Against this background, this study investigates the effect of workplace interpersonal relationship on customer satisfaction in Money Deposit Banks in Port Harcourt.

2. Literature Review

Nature of Workplace Interpersonal Relationship

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 emphasise 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 (Obakpolo, 2015).

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; Tsui, 2000).

The importance of workplace interpersonal relationship in influencing organizational productivity in Nigerian organizations especially money deposit 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 (Ellingwood, 2001; Morrison, 2009; & Zagenezzyk *et al* 2010). 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. In a study conducted by Obakpolo (2015) on improving interpersonal relationship in workplaces in Delta State, the researcher opined that the following constitute the dimensions of workplace interpersonal relationship: employee personality, employee trust level, team building effort and employee compatibility.

Furthermore, Isaac and Roger (2016) in their study entitled: 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.

Moreso, 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. In this study the researcher adopted a modified model of workplace interpersonal relationship adapted from Ulrich (2010), Obakpolo (2015), Isaac and Roger (2016). The dimensions include: employee communication, team building, social supports and relational justice. The next section discusses the dimensions of workplace interpersonal relationship used in the study.

Dimensions of Workplace Interpersonal Relationship

The dimensions or attributes of Workplace Interpersonal Relationship adopted for this study are discussed in the preceding sections as follows:

Employee Communication

Employee Communication is the type of communication that exists between a supervisor and subordinate, employer and employees, company employees and customers or vendors, and employee versus employee in an organization. This type of communication most time could be formal or informal depending on the organization and its existing culture. Different organizations have differing communication styles based on the specific objective(s) which they want to achieve. Greenbaum (1974) contends that the tenacity of organisational communication is to facilitate the attainment of organizational objectives. A person who is effective in interpersonal communication will be open to the ideas of other employees and be willing to put forward their views of essential activities in the process of solving problems in the organization. The importance of employee communication is any organization; especially the banking industry cannot be over-emphasized. With effective communication, employees in the workplace are well informed of their job specifications and requirements and also work assiduously to achieve the stated objectives.

Team Building

An employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes (Cohen & Bailey 2005). Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones *et al*, 2007). In this era of

increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaborations. Recent study shows that employee working within the team can produce more output as compared to individuals (Jones, *et al* 2009). Remarkably, teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology. Therefore, teamwork is a major focus of many organizations including the Nigerian banking industry.

However, from the various researches conducted in the field of team work, the researcher defined a team as (a) two or more individuals who (b) socially interact (face-to-face or virtual/online), (c) possess one or more common goals; (d) are brought together to perform organizationally relevant tasks; (e) exhibit interdependence with respect to workflow, goals and outcomes; (f) have different roles and responsibilities; and (g) are brought together in an encompassing organizational system, with boundaries and linkages to the broader system and task environment.

More so, team building is defined as a specific intervention to address issues relating to the development of the team. It consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment of team goals with organizational goals (Neelam and Shilpi, 2015). Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). Diana (2006) affirms that teamwork is a form of collective work that might involve individual tasks, but usually involves 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.

In addition, 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 as individual workers. Team building is an important factor in any organization or environment, its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills, and the ability to work closely together as a team to solve problems (Fapohunda, 2013). From the foregoing discussions, it is obvious that a good team spirit will foster better understanding of tasks and responsibilities and improve the level of productivity at the workplace.

Social Supports

Social support is probably the most studied dimension of interpersonal relationships at work. Generally, social support is defined as helpful interactions often divided into instrumental support e.g. the individual is given the

resources or the information to do the requested tasks, emotional support; this could be in the form of back up, personal feedback and appreciation. Social support has been described as “support accessible to an individual through social ties to other individuals, groups and large society (Ellen *et al*, 2011). Social support can also be defined as a “network of family, friends, neighbors and community members that is available in times of need to give psychological, physical and financial help (Fatih, *et al*, 2007).

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. This therefore emphasizes the relevance of social supports in the workplace and how it impacts on organizational productivity. The way a company relates with its employees influences the rate which they will attain their objectives. Good employers- employee relational skills and justice enhances employee trust level and determine how long he/she will stay with the company. The longer an employee stays in a company the higher the probability that he will attain the assigned tasks and responsibilities at the stipulated time. Furthermore, good relational justice reduces employee turnover, enhances employee’s interest and motivated to be productive. Hence, organization, especially the Nigerian banking sector are encouraged to adopt or improve on the culture of relational justice. In other to elicit the desired output or level of productivity from their employees.

Relational Justice

This refers to the relationship that exists between a company’s employees and their manager especially, how the employees are treated and attended to in terms of their general welfare and working conditions. The relational justice perceptions translate into symbolic messages about the value of the individual within the group. (Tyler *et al*, 1996). Relational justice perception is also a prime indicator of whether individuals can take pride in their group. Authorities are also vested in group representatives that constitute the major opinions, norms and core values of the group (Tyler and Lind, 2000).

The relevance of good relational justice in an organization cannot be over-emphasized. If a manager consciously maintains a good interpersonal relationship with its employee, improve their working conditions and

other welfare related issues, they will be better motivated to put in their best efforts in other to achieve the organizational objectives.

The way a company relates with its employees influences the rate at which they will attain their objectives. Good employer-employee relational skills and justice enhances employee trust level and determine how long he/she will stay with the company. The longer an employee stays in a company the higher the probability that he will attain the assigned tasks and responsibilities at the stipulated time. Furthermore, good relational justice reduces employee turnover, enhances employee’s interest and motivation to be productive. Hence, organization, especially the Nigerian banking sector are encouraged to adopt or improve on the culture of relational justice in other to elicit the desired output or level of productivity from their employees.

Customer Satisfaction

In a competitive market place where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. There is a substantial body of empirical literature that establishes the benefits of customer satisfaction for firms including the Nigerian banking sector. It has been empirically proven that satisfied customers are the key to long-term business survival and organizational productivity (Suda and Surunya 2001). Quality (of a product or service) and customer satisfaction are the key factors of a company performance, survival, and productivity which has been confirmed by many studies (Matzler *et al*, 2004). Customer satisfaction is generally defined as a feeling or judgment by customers towards products or services after they have used those (Jamal &Naser, 2003). The meaning and interpretation of customer satisfaction differ from one customer to another and from one industry to another. In the Nigerian banking sector, customer satisfaction can be attained when bank employees display professionalism and excellence in service delivery, service time (reducing customer waiting time) reduced or competitive price for bank’s products/services, rapt attention and implementation of customer complaints, customer individualized attention, bank accounts confidentiality, to mention but a few.

Companies that have a more satisfied customer base also experience higher economic ventures. Consequently, higher customer satisfaction leads to greater customer loyalty and ultimately impact on the overall firm’s level of productivity. The key to long term survival and performance in the Nigerian banking sector is seriously anchored on customer satisfaction. Because of the level of competition existing in the Nigerian banking sector, most of the banks are compelled to assess the quality of the services that they provide in order to attract and retain their customers.

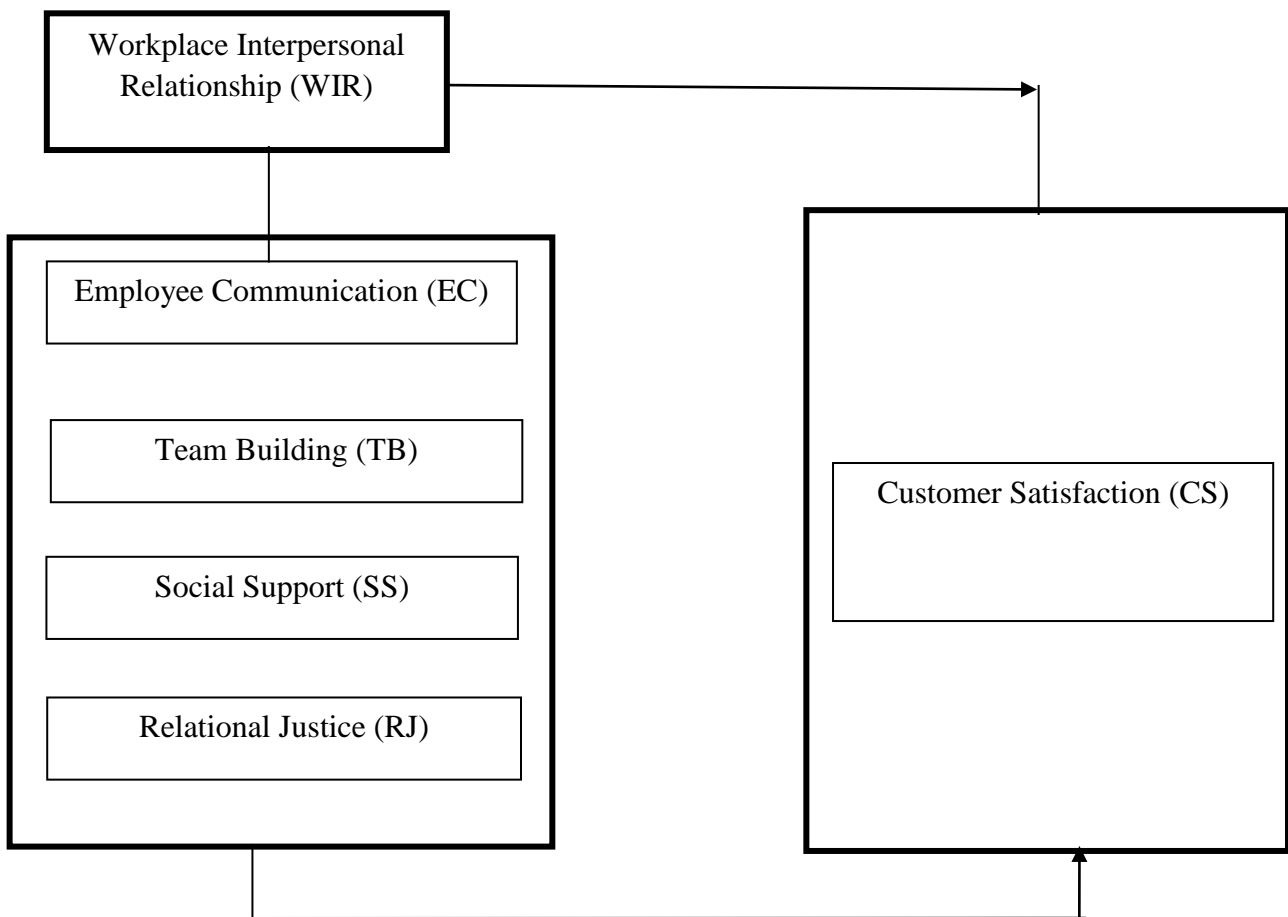
There are many definitions of customer satisfaction as conceptualized by different researchers. However, most of them opined that customer satisfaction is an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation (Suda and Surunya 2001; Rubogara, 2017; Kang & James, 2004; Wang & Wang 2006). In addition, customer satisfaction is defined as the difference between a customer's expectation of services and the actual service performance. When the performance of a service or product is far higher than customer expectation of the product or service, the customer is said to be satisfied.

Customer satisfaction can thus be understood as the result of subjective process – the customer compares his ideas with perceived reality (Anderson & Mittal 2004, Kuronen & Takala, 2013). Such a definition of customer satisfaction is consistent with the transaction – specific

concept, which evaluates specific buying opportunities after the completion of the selection (and possible) purchase of a product. Anderson & Mittal 2005; Salnes (2003) similarly defines customer satisfaction as the post-choice evaluative judgment of a specific transaction.

The relevance of customer satisfaction as a measure of organizational productivity in the Nigerian banking sector cannot be over-emphasized. When bank customers are satisfied, they are retained, make repeat purchase, serve as referral agents, and are made to be loyal. Undoubtedly, these positive outcomes will ultimately improve a bank's level of productivity.

Conceptual framework of workplace interpersonal relationship and Customer Satisfaction is depicted in figure 1.1 below



Source: Researchers' Conceptualization from the Review of Related Literature 2018

3. Study Methodology

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 money deposit banks that are currently operating in the financial services sector in Port Harcourt, Rivers State. Thus, our target

population comprised of only banks that are quoted with the Nigerian Stock Exchange (NSE) as at February 2018. Information obtained from the Nigerian Stock Exchange FACT BOOK for 2014/2015 indicated that there are nineteen (19) out of twenty-two (22) banks that are registered with the NSE. Therefore, our target population for the study

comprised 19 quoted money deposit banks operating in Port Harcourt, Rivers State.

Furthermore, two-stage sampling techniques were adopted for this study. At the first stage, all the 19 quoted money deposit 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 quoted money deposit 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 (See appendix for a list of banks and respective Local Government where they operate). Table 3.1 shows the questionnaire administration analysis.

Table 3.1 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: Researcher's Conceptualization, 2018

The rationale behind our distribution of the highest number of (72) copies of the questionnaire to the staff of the money deposit banks located in Obio/Akpor is because it has the highest number of registered and quoted 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 3.2 shows the instrument reliability rate

Table.3.2: 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

Table 3.2 Showed different Cronbach's Alpha value for the 5 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. Furthermore, the regression analysis was used to ascertain the extent to which the dimensions of workplace interpersonal relationship predict the level of customer satisfaction in deposit money banks in Port Harcourt.

Decision Criteria:

Reject H_0 if the 2-tailed significance value is less than the present p-value at 0.05 level of significance i.e. 95% level of probability.

4. Test of hypothesis, Results and Discussions.

H_{01} : The four dimensions of workplace interpersonal relationship do not significantly predict the level of customer satisfaction on deposit money banks in Port Harcourt.

Table: 4.1 Result On the Regression between Customer Satisfaction and Workplace Interpersonal Relationship of Deposit Money Banks in Port Harcourt Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.731	.41563

a. Predictors: (Constant), Relational Justice, Teambuilding, Social Support, Employee Communication

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.396	4	21.849	126.476	.000 ^b
	Residual	31.268	181	.173		
	Total	118.664	185			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Relational Justice, Team Building, Social Support, Employee Communication

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.224	.160		7.649	.000
	Employee Communication	-.439	.112	-.437	-3.905	.000
	Team Building	.787	.045	.943	17.401	.000
	Social Support	.026	.072	.028	.364	.716
	Relational Justice	.274	.134	.262	2.042	.043

a. Dependent Variable: Customer Satisfaction

In Table 4.1, from the multiple regression analysis shown above, it was found that the R value is (0.858), R square (0.736), adjusted R (0.731) and the Standard error of the estimate value is (0.41563). The high R value reveals that employee communication, team building, social support and relational justice accounted for (85.8%) change in customer satisfaction in the sample of money deposit banks in Port Harcourt while the remaining 24.2% is explained by other factors outside the model.

Furthermore, the analysis of variance (Anova) table showed a regression sum of square value of (87.396) which is higher than the residual sum of squares value of (31.268). This implies that the model (predictor variables) accounted for most of the variations in the (criterion variable).

Furthermore, the large value of R square (0.736) indicates that the model well fit the data or population. The Adjusted R-squared value of (0.731) showed that the independent variables of employee communication, team building, social support and relational justice to a large extent explained about

73% variations in the dependent variable of customer satisfaction.

The F calculated value of (126.476) which is greatly above the critical F value depicting the significance and reliability of the model developed through the regression analysis results. In addition the significant P-value of (0.000) is smaller than (0.05) which implies that there is a significant linear relationship between the independent variables of employee communication, team building, social support and relational justice and the dependent variable of customer satisfaction.

The relative effects of the four exogenous variables on the measure customer satisfaction were further discussed. The co-efficient of determination (R²) showed relatively a higher number of significant variables in conformity with a priori expectation. Table (4.1) showed that out of the four (4) independent variables only two had significant influence on the variance of customer satisfaction (CS) in deposit money banks in Port Harcourt and it is structurally represented by the equation:

$CS = 1.224 - 439 EC + 0.787TB + 0.26SS + 0.274 RJ$.
The regression model is presented as follows.

$$Y = f(X_1 X_2 X_3 X_4)$$

Where:

Y = Customer Satisfaction

X₁ = Employee Communication

X₂ = Team Building

X₃ = Social Supports

X₄ = Relational Justice

Mathematically, the above model is represented as follows:

$$Y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + e$$

Where:

Y = Customer Satisfaction (CS) measure as score at interval level

b₀ = Intercept

b₁ to b₄ = Coefficients of workplace interpersonal relationship

e = Error value

Table (4.1) also indicated that 73.1% (adjusted R² = 0.731) variance in the customer satisfaction was accounted for by the four (4) independent variables. The influence of these independent variables on customer satisfaction was also found to be statistically significant at F = 126.476, P = 0.000. A critical examination of the Beta Coefficients showed on Table (4.1) reveals that Team Building (TB) made relatively highest contributions to customer satisfaction compared to any other dimensions in the relatively decreasing order of magnitude as follows: Social Support (SS) and Relational Justice (RJ).

Furthermore, coefficient of each of the dimensions revealed the relative magnitude of positive influence each dimension had on customer satisfaction except the coefficient of Employee Communication (EC) which had an inverse relationship. This means that a unit increase in Employee Communication (EC) statistically reduces the changes in the customer satisfaction at the respective index.

5. Discussion of Findings

The four dimensions of workplace interpersonal relationship do not significantly predict the level of customer satisfaction in deposit money banks in Port Harcourt.

Test of hypothesis one (H₀₁) as depicted in the result in Table (4.1), entail that two, out of the four dimensions of workplace interpersonal relationship had significant influence on customer satisfaction of deposit money banks in Port Harcourt. Furthermore, the result showed that Team Building (TB) made relatively highest contributions to customer satisfaction followed by Social Support. In other

words Team Building (TB) is the highest predictor of customer satisfaction in deposit money banks in Port Harcourt. This finding validates the views (Fapohunda, 2013) that team building is an important factor in any organization or environment, its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills, and the ability to work closely together as a team to solve problems which will enhance customer satisfaction.

6. Conclusion

Organizations are realizing that workplace interpersonal relationship helps them to build stronger relationship with employees. As such workplace interpersonal relationship can build and enhance relationships and reinforce commitment to the company and improve the employees' productivity which will later impact on the level of customer satisfaction. The results of the research reveals that if workplace interpersonal relationship components (employee communication, team building, social support and relational justice) are implemented in organizations and managers give it high attention it can improve the level of customer satisfaction. The study thus concludes that workplace interpersonal relationship affects customer satisfaction in money deposit banks in Port Harcourt

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