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## ROLE OF CORPORATE COMMUNICATION IN EMPLOYEES' MOTIVATION: A STUDY OF BANKS IN CHOBA, RIVERS STATE

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<sup>1</sup>Duruzor Ifeoma Gloria *PhD.*; <sup>2</sup>Okeke, Frankline C.S.A.  
& <sup>3</sup>Chidinma Egwu

<sup>1,2</sup>Department of Accountancy, Alex Ekwueme Federal University Ndufu Alike Ikwo  
Ebonyi State, Nigeria.

<sup>3</sup>Department of Banking and Finance, University of Nigeria Enugu Campus (UNEC)  
Enugu State, Nigeria.

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### Abstract

*This study investigated how corporate communication affects the motivation of employees in banks in Rivers State. The objectives that guided the study were to identify ways and the methods through which corporate communication ensured employees motivation. Also to examine the categories of employees of the selected banks, the ways corporate communications motivates them and ascertain the constraints in the application of corporate communication to motivate the employees of banks in Rivers State. The survey research design was adopted for the study, using qualitative and quantitative methods, on a population of 2612 comprising marketing staff, customers care staff, contract/trainee staff, management staff and communication professionals in the selected banks. A sample of 352 employees was considered for the study, the study employed two research instruments: the questionnaire and interview guide to collect data for the study. Data collected were analyzed using mean and standard deviation statistical tool for research questions, while explanation building technique and language description were adopted for the qualitative method. The hypotheses of the study were tested using Z-test statistical tool at 0.05 level of significance. The research findings shows that there is a significant relationship between corporate communication and motivation of employees. Among others finding, the study showed that corporate communication ensure the motivation of employees' by encouraging favorable relationship among staff, give every staff a sense of belonging, helping the staff identify with the vision and mission of the company, and create emotional attachment to the company. Therefore the researcher recommends among others, that the Business organizations in Nigeria should not draw a parallel line on employee's status, by abolishing the idea of having full and contract employee's categories on employment, as such classification of employees impacts their responses to motivation.*

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**Keywords:** *Corporate Communication, employees' motivation, organizational practices*

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### INTRODUCTION

Every idea, fact or opinion is static until communicated and understood. In today's information driven society it has been acknowledged time and again that communication is

as important as food, clothing and shelter (Matthew, 2010). Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper (Amaka, 2016). It cuts out on wasted time and provides customers, business owners and employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in deposit operations time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place (Joey, 2002). Thus, communication can be adjudged grease in the wheel of organizational activities and processes that ensures organizational competitiveness and relevance. To keep up the business state of the art and become successful, the organizations should acclimatize with these changes (Vercueil, 2001). So, it has become important for employers to know what motivates their employees rather than emphasizing them to increase productivity. The study of communication performed by organizations is important because this focuses on building internal and external relationships, sending and receiving messages for achieving common goals, exchanging information through speaking and writing. Communication in an organization is described by Torp (2015, p. 34) as comprising everything an organization speaks and does as well as everyone who is affected by the existence and activities of the organization.

In the words of Mathew (2012), communications have power and ways of shaping peoples thought and actions. In the work of Chester (1938), he maintained that communication is the very “heart” of the management process. Thus this emphasizes that communication within any organization, is the grease in the wheel of organizational performance and the absence of effective corporate communications may lead to misunderstandings, lack of information, lower performance and more employee rotation. On the ground where managers cannot communicate with their employees, it leads to poor performance. The same is true when employees do not trust their managers. Good communication may help to stay the employee motivated as it has a way of ensuring job satisfaction, safety, productivity, profits, decrease grievances and increase turnover (Pradnya, 2014). Communication in an organization can be organizational or corporate.

Corporate communication is described as the set of activities involved in ‘managing and orchestrating all internal and external communications’ which are designed to create favourable starting points (Agu, 2012). Correspondingly, Mumby (2012) defines communication in an organization as being the process of creating and negotiating collective, coordinated systems of meaning through symbolic practices oriented toward the achievement of organizational goal. A revolution in the business landscape has forced business to change and adapt the changes from the business environment. The changes are of a great deal of concern for managerial functions like planning, direction, coordination, motivation to ensure employee productivity. But more often what is required is the simplest need of all communication changes, these changes like communication practice of the corporate world as corporate communication plays an important role in creating value to a firm. Corporate communication creates an efficient and effective avenue of

communication with employees, consumers, investors and many others, locally and globally.

Corporate communication on like organizational communication which is more concerned with strategic and goal-oriented activity that manages discourse to achieve the defined goals and outcomes by the companies (Self, 2015) primarily pays more attention on creating positive and favorable public perception, effective and efficient avenues of communication, strong corporate culture, corporate identity and corporate philosophy and genuine sense of corporate citizenship in a work place and the external environment.. It is concerned with people, organizational processes, activities and media. Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point of view among stakeholders on which the company depends (Charles, 2007). It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public. Motivation has been empirically confirmed to be major driver of employee's performance. Motivation is often described as being intrinsic or extrinsic in nature (Sansoine & Harackiewicz, 2009), intrinsic motivation, deriving from within the person or from the activity itself, positively affects behaviors, performance and wellbeing (Ryan & Deci, 2000). Extrinsic motivation on the other hand, results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations among others.

Motivation is a combination of various factors that encourage people to perform certain actions. Without employee's motivation, it cannot be expected that outstanding results and excellent work performance will be achieved (Martin, 2004). Communication and motivation, as concepts go hand in glove. Corporate communication needs to create and overall positive attitude towards the company and work – at the same time increase satisfaction, motivation and willingness to work, people deliver better result if they can communicate and fully trust each other (Smith & Mounter, 2005). Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point of view among stakeholders on which the company depends. It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public (Argenti, 2009). Organizations aim to communicate the same message to all its stakeholders, to transmit coherence, credibility and ethic. Corporate communication helps organizations explain their mission, combine its many visions and values into a cohesive message to stakeholders. Kreps (1990) defined corporate communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Generally corporate communication has two objectives. The primary objective is to inform the workforce about their tasks and the policy issues of the organization (De Ridder, 2003). Corporate communication is defined as “transmitting news about the work from organization to employees and through employees” (2008; Chen et al.,

2005). The second goal of corporate communication is to construct a community within the organization (De Ridder, 2003).

In the words of Zivrbule (2015), a well thought out and targeted communication is a vital factor for a successful functioning of an organization. Prosperous internal communication contributes to business objectives in supporting mutual understanding between different departments (Wimmer & Dominick, 2010). Information flow through several management levels of company needs to be developed; as this aspect is one of the main corner stone's for effective communication in organization. There are various definitions for what communication stands for, but nonetheless, today's leaders in business, government, and non-profit sector agree that communication is important, and even vital for the functioning on any kind of organization. Nowadays, it can be quite hard for medium and large enterprises to work effectively without a well-developed and sustained internal communication system (Cheney, Christensen, Zorn, & Ganesh, 2011). Motivation is a combination of various factors that encourages people to perform certain actions. Without employee motivation, it cannot be expected that outstanding results and excellent work performance will be achieved (Martin, 2004). Communication, particularly effective internal communication needs to create an overall positive attitude towards the company and work - at the same time increase satisfaction, motivation and willingness to work. People deliver better results if they can communicate and fully trust each other (Smith & Mounter, 2005). Thus, the importance of communication during intended plight to ensure employees remain motivated has been empirically demonstrated and commonly agreed among practitioners.

The empirical picture appeared indicated that employees motivation and communication process are inextricably related processes (Lewis, 1999). Recent studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction as it ensured employees motivation. In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence (Bastien, 1987; Malmelin, 2007) and this can affect organization's efficiency negatively (Zhang & Agarwal, 2009). The fact that organizations need motivated employees for survival cannot be over-emphasized. This is because motivated employees help organizations in being more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Motivating employees is arguably the most complex functions a manager performs (Cummings, 2002). It is very important for any manger to understand the needs of his or her employees and their priorities and in turn, use the best motivation mix to fit each unique situation. A motivated workforce also more likely to be willingly to be involved in the decision-making process, consequently, it is important to note that every managerial function and activity involves some form of direct or indirect communication. Whether planning and organizing or directing and leading, managers find themselves communicating with and through others. Managerial decisions

and organizational policies are ineffective unless they are understood by those responsible for enacting them. Corporate communication can clearly affect a company's performance leading to a drop in its share price. Sandin and Simolin (2006) argued that corporate communication is one of the effective ways to motivate an employee.

However, despite the fact that corporate communication is a vital construct in organizational practices that ensures organizations overall improved reputation, many organizations are still far from duly leveraging on it as in most cases it is constantly undervalued. In Nigeria industrial environment, this challenge is acute. This was compounded giving the growing operational situation of merging as experienced in some industries and the situation of change in ownership which in most case alters the existing culture and structure in the organizations. The consequence could be the issue of role conflict and clarity as employees had to move and share offices and duties in most cases with new colleagues under different arrangement. This situation sometimes brings about misalignments in job grades, leading to confusion as to seniority and reporting hierarchy. This could be seen in the Diamond and Access bank situation after the change of ownership. One of the challenges of this change in ownership, is the situation were the staff frowned at the idea of changing the name from Diamond to Access bank as they push through several means- industrial actions among others to ensure that the Name was maintained on the ground that the image that comes with the idea of working in Diamond an already established brand in the country.

Previous researches have concentrated their research objectives on the impact of corporate communication on organizational identity, but this study among other sort to identify ways through which corporate communication ensured employees motivation in Banks and find out corporate communication method adopted by the management to ensure the motivation of the employees of bank Nigeria. Giving the circumstances surrounding mergers and acquisitions and the misplacement of corporate image or identity that comes with them, this has prompted the question, does corporate communication contributes to and sustain employees motivation in banks? It is for this reason that this study seeks to ascertain the aforementioned. It is against this backdrop that the researcher tends to investigate corporate communication and motivation of employees in Banks Rivers State. Corporate changes in the 21<sup>st</sup> century, including take overs and mergers, downsizing, cost cutting and developments in technology have created tremendous pressures on management to keep the lines of communications open and the teams motivated and informed.

### **Aim and Objectives of the Study**

The aim of this study is to investigate ways corporate communication has motivated employees of Banks in Choba, Rivers State; and in so doing, the following objectives are formulated to:

- i. Identify ways through which corporate communication enhance employees motivation in Banks in Choba, Rivers State.
- ii. Find out corporate communication method adopted by the management of Banks to ensure motivation of the employees.
- iii. Find out the influence of corporate communication on motivation of categories of employees of Banks in Choba, Rivers State.
- iv. Ascertain the constraints in the application of corporate communication strategies of Banks in Choba, Rivers State.

### **Research Questions**

The research questions guiding this work are as follows:

- i. How does corporate communication enhance the motivation of employees of Banks in Choba?
- ii. What are the corporate communication methods adopted by the management to ensure the motivation of the employees of Banks in Choba?
- iii. To what is the influence of corporate communication on motivation of categories of employees in Banks in Choba Rivers State?
- iv. What are the possible constraints in the application of corporate communication strategies of Banks in Choba?

### **Research Hypothesis**

**H<sub>01</sub>:** There is no significant difference between the mean ratings of marketing staff and the management staff on the impact of corporate communication on the motivation of employees of Banks in, Choba, Rivers State.

## **LITERATURE REVIEW**

### **Theoretical Framework**

The concept of corporate communication on employees' motivation and its studies has been based on several theories of which the System theory and Herzberg's Two-factor Theory of Motivation are perhaps the most frequently used. These theories describe communication and its impact on employee's performance. Essentially in this context, the theory gives the approaches from which the researcher can use the effectual corporate communication to measure motivation within an organization. In view of this, much consideration will be given to the System theory and Herzberg's Two-factor Theory of Motivation since they give a holistic view of an organization.

### **Systems theory**

The major proponents of this theory is Ludwig Von Bertalanffy in 1959 who contends that Systems theory Paradigm represents a dramatic theoretical shift from empirical laws and human rules approaches for understanding communication. Von

Bertalanffy argued that everything is interrelated and therefore, we should study interrelatedness as a means of understanding the world. This departs from empirical approaches that traditionally study phenomena by looking at individual components. Conversations surrounding global warming are among the most recognizable ideas of systems theory. In effect, those that warn us of global warming tell us that all of our actions have an impact on one another and our environment, and thus, we must be mindful of what we do, or we will continue to cause harm to everything on earth. Another characteristic of systems is they are always trying to achieve homeostasis — the state of equilibrium or balance. Using the idea of a family, most families attempt to fit in with their neighbors, co-workers, friends, city, country, culture, etc. Systems are always in a process of trying to achieve a level of homeostasis with their environment. When changes occur in either the environment or a system, system participants will adapt in order to maintain balance.

The power of looking at corporate communication from a systems perspective is that every corporate communicative act impacts the system as a whole. When there is a change in one part of a system, it changes the entire system to some degree. Taking an automobile engine for example let's say a truck engine started making a terrible noise. The sound was so bad that one would think it might cost hundreds of dollars to fix the problem. However, a mechanic quickly finds that a small bolt had fallen out. Fifty-three cents later (tax included), and five minutes of time, the engine no longer made the terrible noise. Homeostasis was reached once again through the change of one very small part of the engine.

In relationship to the study, the system theory exemplifies that the employee's motivation to work or dissuasions to work does not come from the employees alone, but a sum total of what happens within the employee and the environment. Thus making the communication practices in business organization a vital construct in determining employee's motivation and staying employees motivated in workplace, the homeostatic nature of the system theory can be used to explain the reason for variation in motivation of employees at different levels, on the ground that the employee's category or status serves as an integral part of the employee's motivation. For example, if one moved away from one's immediate department to another department or promote from one level to another or changes employment status, this change had an impact on the homeostasis of where the employee used to be. As a result, everyone in the previous environment had to adjust in some way to the change brought about by the change in order to create a new sense of homeostasis. Even though the employee is/are still part of the family system, the system changed as a result of the employees move, and must respond in order to adapt to the change.

### **Herzberg's Two-factor Theory of Motivation**

Herzberg the proponent of the two-factor theory of motivation, put forward the view that productivity of an employee is based not only the job satisfaction but also on work motivation. Chandran (2004) elucidates that according to Herzberg, an individual's

relation and attitude towards work can determine success or failure. People have two sets of needs that are related to job satisfaction and others to job dissatisfaction. Elements of the job that led to job satisfaction are labeled as motivators and elements to dissatisfaction are labeled as hygiene factors. Intrinsic factors or motivators such as achievement, recognition, advancement, the work itself and responsibility are related to job satisfaction. Job dissatisfaction is the result of extrinsic factors or hygiene factors such as working conditions, job security, and supervision, level of communication, pay and organization policies. Herzberg is interested in the extremes where employees either feel good or bad about the work, this leads to development of motivators and hygiene factors. Herzberg states that the opposite of job satisfaction is not job dissatisfaction and therefore, job dissatisfaction is not the opposite of job satisfaction.

Chandran (2004) suggests nine factors that motivate employees and they are reducing time spent at work, fringe benefit, sensitivity training, spiraling wages, two-way communication, job participation, human relation training, communication and employee counseling. He also compared motivation with that of internal self-charging battery suggesting that the energy or the positivity should come from within the employees to become motivated. Herzberg argues that an employee is motivated to satisfy its growth needs; it is founded upon satisfaction innate of a sense of achievement, recognition, responsibility and personal growth. He further says that recognition is transformed into feedback, responsibility to self-regulation, authority to communicate, exercise control over resource and accountability and lastly, growth and advancement are transformed into the new expertise. Though hygiene theory is one of the popular theories of motivation, and the findings done from past empirical studies show that pay, recognition and responsibility are classified as both a motivator and hygiene factors. This study looks at corporate communication as one of the extrinsic factors of motivation, evaluating the methods adopted by the management ensures the motivation of the employees of Banks, Choba.

## **CONCEPTUAL REVIEW**

### **Corporate Communication**

Corporate communication is considered as an important tool of management which has evolved over the years. Corporate communication is described as the set of activities involved in 'managing and orchestrating all internal and external communications' which are designed to create favourable starting points (Oladunmoye, 2011). Corporate communication is based on giving out of information by a variety of specialists and generalists in an organization. It is concerned with people, organizational processes, activities and media. Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point of view among stakeholders on which the company depends (Charles, 2007). It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public. Organizations aim to communicate the same message to all its stakeholders, to



transmit coherence, credibility and ethics. Corporate communication helps organizations explain their mission, combine its many visions and values into a cohesive message to stakeholders. The concept of corporate communication could be seen as an integrative communication structure linking stakeholders to the organization.

Corporate communication as achieved through the following methods:

- i. **Face-to-face:** this includes conversations with employees, and discussions
- ii. **Electronic Communication:** this include; intranet, E-mail, Company's Website
- iii. **Written communication In Print (Print Media):** this is achieved through, Notices and Newsletters, Summaries and Annual Reports, Employee Surveys, The Company's Corporate Internal Publications/Newspapers, "Info Express", and Notice Boards

### **Components of Corporate Communication**

#### **i. Corporate Branding**

A corporate brand is the perception of a company that unites a group of products or services for the public under a single name, a shared visual identity, and a common set of symbols. The process of corporate branding involves creating favourable associations and positive reputation with both internal and external stakeholders. The purpose of a corporate branding initiative is to generate a positive halo over the products and businesses of the company, imparting more favourable impressions of those products and businesses.

In more general terms, research suggests that corporate branding is an appropriate strategy for companies to implement when:

- There is significant "information asymmetry" between a company and its clients; customers are much less informed about a company's products than the company itself is
- Customers perceive a high degree of risk in purchasing the products or services of the company
- Features of the company behind the brand would be relevant to the product or service a customer is considering purchasing.

#### **ii. Corporate and Organizational Identity**

Corporate identity is the reality and uniqueness of an organization, which is integrally related to its external and internal image and reputation through corporate communication.

Organizational identity comprises those characteristics of an organization that its members believe are central, distinctive and enduring. That is, organizational identity consists of those attributes that members feel are fundamental to (central) and uniquely descriptive of (distinctive) the organization and that persist within the organization over time (enduring)".

Four types of identity can be distinguished:

- Perceived identity: The collection of attributes that are seen as typical for the continuity, centrality and uniqueness of the organization in the eyes of its members.
- Projected identity: The self-presentations of the organization's attributes manifested in the implicit and explicit signals which the organization broadcasts to internal and external target audiences through communication and symbols.
- Desired identity (also called "ideal" identity): The idealized picture that top managers hold of what the organization could evolve into under their leadership.
- Applied identity: The signals that an organization broadcasts both consciously and unconsciously through behaviors and initiatives at all levels within the organization.

### **iii. Corporate Responsibility**

Corporate responsibility (often referred to as corporate social responsibility), corporate citizenship, sustainability, and even conscious capitalism are some of the terms bandied about the news media and corporate marketing efforts as companies jockey to win the trust and loyalty of constituents. Corporate responsibility (CR) constitutes an organization's respect for society's interests, demonstrated by taking ownership of the effects its activities have on key constituencies including customers, employees, shareholders, communities, and the environment, in all parts of their operations. In short, CR prompts a corporation to look beyond its traditional bottom line, to the social implications of its business.

### **iv. Crisis communication**

Crisis communication is sometimes considered a sub-specialty of the public relations profession that is designed to protect and defend an individual, company, or organization facing a public challenge to its reputation. These challenges may come in the form of an investigation from a government agency, a criminal allegation, a media inquiry, a shareholders lawsuit, a violation of environmental regulations, or any of a number of other scenarios involving the legal, ethical, or financial standing of the entity. The crisis for organizations can be defined as follows: A crisis is a major catastrophe that may occur either naturally or as a result of human error, intervention, or even malicious intent. It can include tangible devastation, such as the destruction of lives or assets, or intangible devastation, such as the loss of an organization's credibility or other reputational damage. The latter outcomes may be the result of management's response to tangible devastation or the result of human error. A crisis usually has significant actual or potential financial impact on a company, and it usually affects multiple constituencies in more than one market.

### **v. Internal/employee communication**

As the extent of communication grows, many companies create an employee relations (ER) function with dedicated staff to manage the numerous media through which

senior managers can communicate among themselves and with the rest of the organization. Internal communication in the 21st century is more than the memos, publications, and broadcasts that comprise it; it's about building a corporate culture on values that drive organizational excellence. ER specialists are generally expected to fulfill one or more of the following four roles:

- **Efficiency:** Internal communication is used primarily to disseminate information about corporate activities.
- **Shared meaning:** Internal communication is used to build a shared understanding among employees about corporate goals.
- **Cohobactivity:** Internal communication is used mainly to clarify the cchobactedness of the company's people and activities.
- **Satisfaction:** Internal communication is used to improve job satisfaction throughout the company.

#### **vi. Investor relations**

The investor relations (IR) function is used by companies which publicly traded shares on a stock exchange. In such companies, the purpose of the IR specialist is to interface with current and potential financial stakeholders-namely retail investors, institutional investors, and financial analysts.

The role of investor relations is to fulfill three principal functions:

- comply with regulations
- Create a favorable relationship with key financial audiences
- contribute to building and maintaining the company's image and reputation

#### **vii. Public relations: issues management and media relations**

The role of the public relations specialist, in many ways, is to communicate with the general public in ways that serve the interests of the company. PR therefore consists of numerous specialty areas that convey information about the company to the public, including sponsorships, events, issues management and media relations. When executing these types of activities, the PR Specialist must incorporate broader corporate messages to convey the company's strategic positioning. This ensures the PR activities ultimately convey messages that distinguish the company vis-à-vis its competitors and the overall marketplace, while also communicating the company's value to target audiences.

#### **Objectives of Corporate Communication**

Corporate communication focuses on addressing the issues of employees and provides a humane touch. Communication researchers have described the purpose of communication content in a change process as: spreading a vision, minimizing uncertainty (Klein, 1996), gaining employee commitment (Kotter, 1995), involving employees by seeking their input into the content and process of the change (Kitchen & Daly, 2002), overcoming

barriers to change (Carnall, 1997), and challenging the status quo (Balogun & Hope, 2003). Few of the objectives of communication carried out during change management are as follows:

- i. Tackle Queries of Employees:
- ii. Generate Community Spirit:
- iii. Build Trust:
- iv. Motivate Employees:
- v. Employee Commitment: .
- vi. Employee Participation:
- vii. Reduce Uncertainty
- viii. Job Security
- ix. Add Feedback

### **Concept of Motivation**

The term inspiration originates from the Latin phrase “movers”, which indicates “to progress”. Inspiration commences with a real or psychosomatic defect or requirement or targeted at all or inducement which results in ‘conduct in the opinion of Behn, (1995). It was asserted by Herzberg that the psychology linked to inspiration is extremely intricate. He states that as per the cognitive and inspirational extents proposed by such inspiring aspects such as ingenuity, individuation, accountability for the task, accomplishments. In the words of Pfeffer, (2004), inspiration includes those procedures which provide an explanation for a person’s concentration, focus and diligence of endeavors in the direction of fulfilling an objective apart from the emphasis on the objectives of an enterprise so as to replicate our solitary attention in conduct linked to the job.

According to Perry and Wise (2000), inspiration comprises of the following crucial elements: passion, focus and diligence; passion relates to how relentlessly an individual attempts to and endeavors to focus on the objective which is in harmony with the objectives of an enterprise; it is the type of attempt an individual must look for. It was documented by Perry and Porter, (2002) that inspiration comprises of conduct which is linked to the three elements of invigorating, focusing and upholding or supporting. According to them, the upholding aspect is impacted by several aspects in the enterprise atmosphere and has special significance.

Chandran (2004) defines motivation as a set of independent and dependent relationships that explains the direction, amplitude and persistence of an individual’s behavior holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. Babel (2004) defines motivation as the contemporary immediate influence on the direction, vigor and persistence of action. The relationship between the employer and the employee should be of mutual understanding with a view to facilitate the employee to identify himself with his work and with the

business he is working for. Lack of motivation in return, affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and the objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance.

The motivation-hygiene theory was put forth by Wright, (2007). The theory argues that workers are inspired by their individual innate desires to accomplish testing assignments and not really by being offered additional advantages, novel indications of repute, or increased salaries. He also contended that supervisors must offer chances to workers to accomplish testing assignments. It was discovered by Lewin, (2003) that de-inspiring aspects have an impact on the efficiency in civil engineering ventures and that employees who are insufficiently inspired are inclined to put in least attempts, thus lowering the general efficiency capability. The firms must recognize the aspects which probably will stimulate the employees not to be inspired if the firm wishes to enhance the employee productivity.

According to Rainey, (2004), inspirational theories aim to offer a superior comprehension of the significance of inspiration and also investigate techniques to enhance the competence, output and the work quality. One requires comprehending the usage of various inspirational theories and also checking how varied inspirational theories result in enhancement of the output so as to enhance worker efficiency. The query here arises how can one make employees toil more effectively? Since the egalitarian headship technique attains enhanced output and competence, the matter related to the type of headship surely influences the worker productivity.

### **Empirical Review**

Oladunmoye (2019), Conducted a study on the effects of corporate communication on employee motivation in selected manufacturing firms in Lagos. The purpose of the study was to explore the effects of corporate communication on employee motivation. The research design employed in this study was descriptive survey method. The population of study was 287 respondents comprising of senior managers, middle level managers and support staff at the Newbisco Nigeria Limited with its regional office in Ikeja. Stratified random sampling was used to select a sample population of 123 respondents. Both qualitative and quantitative data was collected using the semi-structured questionnaire. The data was analyzed by use of descriptive statistics (mean score and percentages) and inferential statistics multiple regression. The information was displayed by use of bar charts, graphs and pie charts and in prose form.

The study found that corporate communication plays a vital role in building corporate identity, organizational culture and establish empathy in work place. The study recommends that the company managers should involve the employees of all cadres to enable them have experience on the intricate of running the business. The management should ensure there are clarity, courtesy, correctness and completeness of any information shared. Communication should always take into consideration timing and the media and the organization's structure has a significant impact on the communication. The researchers thereby recommend that organizations in Nigeria, adopt effective communication strategies to ensure improved employees' motivation. Deduced from this study is the researchers used of descriptive research design and the measures adopted were clarity, courtesy correctness and completeness of information. This to an extent limits the scope of the study as a more direct design method like the qualitative approach would help ascertain first-hand information on the impact of communication method on the staff.

Mohd and Noor (2013) carried out a qualitative studied the Role of Corporate Communication in Building Organization's Corporate Reputation: An Exploratory Analysis, and deduced that corporate reputation is one of the essential intangible assets for many companies. Businesses that lack of this important asset may face the difficulties where operational income is less than operational cost; business losing customers may confront the problem of a profit decline (Weiwei, 2007). Besides that, reputation is an intangible asset that can't be built just only through advertising. To build a strong reputation, the firm must have strong communication to communicate with the stakeholders. To convince and persuade them to believe in the firm without a strong communicator, no matter how much effort organization does, the stakeholders will still go to another whom able to "move" them. Therefore, a strong communication will be a great step to build an organization's reputation. Several studies have shown that improving corporate reputation results in better corporate communication for companies. However, more and more researchers have realized that corporate communication is the most important factors to form corporate reputation. This research aims to describe the relationship between corporate communication and corporate reputation, and their impact on the companies' success.

In a study by Gbenga (2016), on the role of effective corporate communication on organizational performance using Coca-Cola as a case study, specifically, the study examined the communication systems available in Coca-Cola and measured the employees' performance. In addition, it determined the relationship between effective corporate communication and employee motivation. It also identified the channels of communication considered by employees to be the most useful. Finally, barriers and breakdowns in the communication systems of Coca-Cola were also identified. Primary data was adopted. Simple random sampling was used for the selection of 200 respondents. Mean, correlation and regression results were adopted in the analysis. From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face.

Coca-Cola employees also largely perform well. Selective listening, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice are identified as barriers and breakdowns in communication systems. Finally, various employees' performance indicators are found to correlate with varying measures of effective organizational communication. Employee performance can be further enhanced if bottlenecks in the communication systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed both by management and employees to improve clarity in communication. This study adopted the use of quantitative approach alone. Given that qualitative approach help generate first-hand information direct from the people under study, to a great extent the will limit the scope of information's required for the success of this study and give room for data inconsistency.

Asamu (2014) worked on the impact of corporate communication on workers' performance in Selected Organizations in Lagos State. This study examines the significant relationship between communication and workers' performance in some selected organizations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance.

Kenyatta (2015), in his study on communication Strategies to generate employee job satisfaction, observed that managers spend 75% of their time actively communicating with employees. The purpose of the study was to explore how communication strategies that government agency leaders use may motivate greater employee job satisfaction. Twenty employees of a government office in Florida were the general population sample. The Van Manen selective approach helped code and the Stevick-Colaizzi-Keen method helped analyze the participants' transcribed face-to-face interviews. Member checks and data saturation ensured the findings' trustworthiness.

The findings developed from coding and analyzing data led to the discovery of 4 themes: empathetic language, direction-giving language, meaning-making language, and job satisfaction. The two most important themes, direction-giving language and meaning-making language, help motivate job satisfaction by explaining how leadership advice, clear instructions, and leadership stories pertaining to primary events from the agency's past provide direction and a feeling of job satisfaction. Social implications of this study include creating and improving organizational communication best practices and guidelines to help leaders communicate information effectively and to motivate regional governmental organization employee job satisfaction.

## METHODOLOGY

Survey design was adopted for the study; it employed qualitative and quantitative methods in arriving at the findings. The research survey was adopted for the study given that the anonymity of surveys allows respondents to answer with more candid and valid answers. To anonymously provide an avenue for more honest and unambiguous responses than other types of research methodologies, especially if it is clearly stated that survey answers will remain completely confidential. Also is the fact that it is flexible-can be administered in many modes, including: online surveys, email surveys, social media surveys, paper surveys, mobile surveys, telephone surveys, and face-to-face interview surveys. The researcher examines corporate communication and its motivation on employees in Banks, Choba, Rivers State. It is also used in-depth interview to elicit data from management of the company. The population of this study comprises the corporate communication professionals, field workers and management staff of Banks, Choba, Rivers State, who are affected directly or indirectly by the method of corporate communication adopted in Banks. The population of the workers is 2612 persons (Abbey, 2018), which Banks having 7 staff members in corporate communication department, 256 management staff and 2349 marketing staff (Abbey, 2018).

Due to the large population of staff in Banks, time and resources, it became necessary to select sample from the population that could easily be studied and inference made to the larger population. The stratified random sampling technique was used to select the respondents of the study. The respondents were stratified into field workers and management staff.

The sample used was based on the application of Taro Yamane formula for sample determination as:

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

Where

n = Sample Size

N = Population

e = Level of significance or precision

Using 0.05 as level of significance

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

$$n = \frac{2612}{1 + 2612 (0.05)^2}$$

$$n = 352.375$$

Hence approximately n = 352 was used



**Table 1: Table showing the sample distribution of the Respondents**

S/N	Categories	Sample Distribution
1	Corporate communication professionals	7
1	Management Staff	22
2	Marketing staff	323
	<b>Total</b>	<b>352</b>

Source: Data, 2019

The instrument used for the study is structured questionnaire. The questionnaire was designed by the researcher to contain section A, the demographic data of the respondents and Section B, the items that addresses the research questions of the study. The four points modified Likert Scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) will be used for rating the questionnaire that is;

- SA = strongly agreed 4
- A = Agreed 3
- SD = Strongly Disagreed 2
- D = Disagreed 1

Validity is the extent to which an instrument measures what it purports to measure (Mugenda, 2003). It ensures the effective use of appropriate indicators to measure different variables. To validate the instrument for data collection, a draft of the research instrument was presented to the researcher’s supervisor and psychometrist in educational psychology in the University of Port Harcourt for content and face validation. Their useful corrections and suggestions were carefully effected to ensure the content and face validity of the instrument. The researcher finally proof read the items and effectively eliminated the systematic errors which affect the validity of the instrument. Reliability is defined as the extent to which a questionnaire, test observation or any measurement procedure produces the same results on repeated redrafted for more clarity and appropriateness after getting a Pearson’s correlation coefficient of 0.70 which was considered acceptable (Mugenda & Mugenda, 2010). The study applied the test-retest method to establish the reliability of the items in the questionnaire. The questionnaire used for the study was randomly distributed to a selected 20 respondents outside the study area. The data collected was analyzed using the Pearson’s product moment correlation coefficient to determine the reliability coefficient r. the result found r to be 0.89, which is above the acceptability limit on a Crombach’s Alpha Scale for reliability test.

**Pearson’s Product Moment Correlation test model:**

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

The researcher distributed copies of the questionnaire to the selected respondents for the study intimating them with the essence and objectives of the study to encourage them to respond to the questionnaire before retrieving them for analysis. The data collected for the quantitative approach were analyzed using simple percentage frequency table, and other descriptive statistical tools such as the mean and standard deviation to answer the research questions, the weighted mean was  $\frac{4+3+2+1}{4}=2.50$  which was deemed fit as the criterion mean for accepting or rejecting items of the questionnaire. Any item that has a mean score of 2.50 and above will be accepted, below 2.50 will be rejected. The Z-test statistic was used to test the hypotheses of the study at 0.05 level of significance, while explanation building technique and language description for the qualitative approach.

**RESULTS AND DISCUSSIONS**

This chapter dealt on the presentation and analysis of data which were collected from respondents through questionnaire.

**Answers to Research Questions**

**Research Question One:** How does corporate communication enhance the motivation of employees’ Banks, Choba?

**Table 2:** Mean and standard deviation of respondents’ ratings on corporate communication enhance the motivation of employees’ in Banks, Choba

S/N	How does corporate communication enhance the motivation of employees’	Other staff n=323		Management staff n=29		$\frac{\bar{X}_1 + \bar{X}_2}{2}$	Remarks
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
1	The fact that I am a staff of this Banks, spores me up to work harder	3.22	0.15	3.23	0.14	3.23	Agreed
2	It help to build favorable relationship among staff	3.13	1.00	3.21	0.37	3.17	Agreed
3	Communication medium and strategies used in your organization, have ways of facilitating performance	3.26	0.08	3.26	0.63	3.26	Agreed
4	It creates emotional attachment to the company	2.44	0.02	3.27	0.59	2.86	Agreed
5	In the situation of illness or deceases of a staff, your organization plays a vital role by reaching out to the	2.23	0.12	3.90	0.62	3.07	Agreed

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	staff or the family members						
6	Your organization make it easy for staff to identify with the company's vision and mission	3.13	1.00	3.21	0.37	3.17	Agreed
7	It helps to give every staff a sense of belonging	3.27	0.08	3.26	0.63	3.26	Agreed

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**Scale****1.00-2.49- Disagreed****2.50-5.00-Agreed**

On Table 2 above, considering the result, showed that the mean average is greater than 2.50 (criterion mean) for the questionnaire items 1, 2, 3, 4, 5, 6, and 7. This showed that the respondents on average agreed to the views that; corporate communication ensure the motivation of employees' by encouraging favorable relationship among staff, give every staff a sense of belonging, help the staff identify with the vision and mission of the company, and create emotional attachment to the company. Corporate communication also helps in spurring up the employees to work harder, and facilitates the performance of the employees. This position was in consonants with Mr. Nnamdi Eke's position on how corporate communication ensure the motivation of employees' Banks, Choba, Mr. Nnamdi painted a situation where some staff stays back and give extra hours to ensure operation is successful, this which he attributed to their emotional attachment to the company. Also Mr. Jim George a managing staff in charge of the instrumentation department also pointed out the situation in 2016 where the community refuses staff from accessing the company on the ground of community's rite, but even with the tensed up situation, the workers somehow found themselves in the company. This which is he said is as a result of the favorable relationship existing between the company and the workers. Mr. Abbey Owate Akara, the head of department public relations, pointed out some silent observations, which are:

- i. Every morning tools box meeting: This has a way of breaching the communication gaps among employees regardless their class.
- ii. Use of staff buses: This has away on building staff sense of belonging and favourable relationship among staff regardless their designations.
- iii. Crested Company vest: There is this sense of pride that comes with putting on the vest in and outside here (company) and it help the staff to bond easily and show some sense of brotherhood as they see themselves as family members.
- iv. Communication methods and media: The methods and media adopted by the company, especially the face-to-face method, and the newsletter help to establish trust among staff, and between management and staff.

**Research Question 2:** What are the corporate communication methods adopted by the management to ensure the motivation of the employees of Banks in Choba?

**Table 3: Mean and standard deviation of respondents' ratings on corporate communication method adopted by the management ensures the motivation of the employees of Banks in Choba**

S/N	Items	Others staff n=323		Management staff n=29		$\frac{\bar{X}_1 + \bar{X}_2}{2}$	Remarks
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
8	The management responsible for communicating with the staff do so through face-t-face conversation with employees	3.22	0.15	2.97	0.135	3.10	Agreed
9	The management often communicates with employees through meetings, presentations, small group discussions and seminars	3.13	1.00	2.48	0.365	2.81	Agreed
10	During meetings employers/management ensures the full participation of the employees in their decision making process	3.26	0.08	2.69	0.635	2.98	Agreed
11	The management responsible for communicating with the staff do so through the intercom	1.44	0.01	1.48	0.085	1.62	disagreed
12	The management responsible for communicating with the staff do so through E-mails	2.23	0.00	2.72	0.685	1.17	Agreed
13	The management responsible for communicating with the staff do so through the company's website	3.10	1.00	2.31	0.37	2.71	Agreed
14	The use of notice board for communicating company directions and expectation is a common practice in your organization	3.13	0.08	2.57	0.64	2.85	Agreed
15	The use of news latters, newspaper and flyers for communicating company directions and expectation is a common practice in your organization	3.27	0.08	2.52	0.64	2.90	Agreed
16	The use of summaries and annual reports, and employee surveys for communicating company directions and expectation is a common practice in your organization	3.20	0.37	2.83	0.08	3.02	Agreed

**Scale**

**1.00-2.49- Disagreed**

**2.50-5.00-Agreed**

The result on Table 3 showed the mean average that the mean average is greater than 2.50 (criterion mean) for the questionnaire items 8, 9, 10, 12, 13, 14, 15, and 16, while less than 2.5 for item 11, thus this implies that the respondents agreed on the view that the corporate communication method adopted by the management of Banks, are relevant in

ensuring employees motivation, but disagreed on the use of intercom as a means for corporate communication in the company. And such method as the face-to-face methods is adjudged to be very effective in establishing empathy and trust among employees by Mrs. Ugba Chioma, the manager in charge of the deposit operations. This position is in consonant with the respondents opinion that the management responsible for communicating with the staff do so through face-t-face conversation with employees, and they do so using meetings, presentations, small group discussions and seminars, giving rooms for the ensures the full participation of the employees in their decision making processes. As for electronic media method of corporate communication, the respondents debunked the use of intranet for communication in the company, rather were of the position that the company only uses e-mails, company's website, fax, text messages, to communicate with the employees. This position which is in consonant with Mr. Abey's response on the methods of corporate communication adopted by his bank, where he single out intranet among the means used, saying that intranet is basically an organizational communication tool, used in putting the employees on the go, to ensure daily goals are achieved or even surpassed.

Mr. Chidi Nwabuiko, the head of the deposit operations department, said they make use of e-mails and text messages to communicate employees family in times of distress or when the employee is struggling health wise and also the celebrate with employees when necessary, outside the use of the electronic media, the face-to-face- word of mouth is also used to celebrate with the employees or to sympathize and encourage employees in trying times, as it has a way of ensuring trust and sense of belonging in the company and staying them motivated. According to Mr. Bob-Manuel, Godwin of cash management department singled out the print media as a viable means for corporate communication, pointing out the fact that the company uses the notice board to inform the employees and also to celebrate their birthday, awards, recommendations, promotion, gratitude, employees when necessary. And also described the notice board is the internet of the employees. He was also of the view that website also plays similar role, but to communicate the vision and mission of the company to the employees and the would-be employees, even before they join the organization to prepare their mind on the companies demands and values, concluding that these have a way of motivating the employees to work harder to ensure the visions and mission of the company.

**Research Question 3:** To what is the influence of corporate communication on motivation of categories of employees of Banks in Choba, Rivers State?

**Table 4: Mean and standard deviation of respondents on the extent are the various categories of employees motivated by corporate communication in Banks, Choba**

S/N	Items	Other staff n=323		Management staff n=29		$\frac{\bar{X}_1 + \bar{X}_2}{2}$	Remarks
		$\bar{X}_1$	SD <sub>1</sub>	$\bar{X}_2$	SD <sub>2</sub>		
17	Administrative staff shows more sense of motivations in Banks considering the corporate communication method adopted by the company	3.24	0.15	2.70	0.14	2.97	Agreed
18	safety staff shows more sense of motivations in Banks communication method adopted by the company	3.10	1.00	2.31	0.37	2.71	Agreed
19	Deposit operations staff shows more sense of motivations in Banks communication method adopted by the company	3.13	0.08	2.57	0.64	2.85	Agreed
20	Full employed staff shows more sense of motivations in Banks communication method adopted by the company	3.27	0.08	2.52	0.64	2.90	Agreed
21	Contract staff shows more sense of motivations in Banks communication method adopted by the company	3.20	0.37	2.83	0.08	3.02	Agreed

**Scale****1.00-2.49- Disagreed****2.50-5.00-Agreed**

The result on Table 4 showed that the mean average is greater than 2.50 for items 17, 18, 19, 20, and 21, this which is an indication that the respondents on average agreed to the views that; Contract staff shows more sense of motivations followed by the administrative staff, the full employed staff, deposit operations floor staff and finally the safety staff shows more sense of motivations in Banks communication method adopted by the company on a descending ranking order. This position was balanced by the responses from the management staff and the communication professionals in the company to minimize any sense of biases on the ground that the selected employees for the study were rooting for their department. Engineer Rotimi Dina, - safety manager, complained on the attitude of the safety officers , stating that “they have been so safety conscious to the extent that safety measures are taking to manage their motivation level” may be on the assumption that “they are so cautious about everything on the ground that too much of everything is not okay”, he recommended. In the words of Mr. Bob-Manuel, Godwin of communication department “the deposit operations floor is no man’s land, their motivation is most times intrinsic, sometimes you wonder why they are so motivated to give their all to work, taking ownership of the company operation success for the days like it’s their personal property, and another time you feel like letting them all go, due to their nonchalant attitude to work. They seldom make use of their office coverall as they prefer to

use what they are comfortable with, and when you see the coverall on them, the way its worn will explain their concern to be identified with the company.

Mr. Odia Martins, also identified the area of their perception which is goal oriented, and attaches no emotion to it, but only few days after pay is when you see them showing any sense of belonging and signs of motivation. Mrs. Akaninwo, Kinikanwo heaped more praise on the contract staff saying "they work as if the company is their fathers own, they fight to protect everything that represent the company, but I can\ not say why, may be its their way of ensuring that they become a permanent staff, and may change afterwards considering the attitude of the full employed staff as you can observe" pointing at a situation on the deposit operations floor. Engineer Igwe-chu also single out the contract staff for praise, he said they are "hyper motivated" that he loves them and which they keep up with their attitude even after translation. These pointing out to the fact that the contract staff to a great extent are shows more sense of motivation than other categories of staff considering the quality of corporate communication adopted by the company.

**Research Question 4:** What are the possible constraints in the application of corporate communication strategies of Banks, Choba?

Mr. Bob-Manuel, Godwin of communication department, say that some of the main challenges they face when trying to apply corporate communication to motivate the employees of Banks is the challenges of:

**1. Wants:** on the ground that human wants are insatiable, he was of the opinion that sometimes even with the sending of test messages, word of mouth or using the notice boards to commensurate or celebrate employee, they still act like there is still something more somewhere or somehow that the company has not done or was supposed to do but neglect it. He concluded by saying "sometimes regardless the method adopted to motivate employees you need more than the intangibles, sometimes cash rewards seems to be more effective".

**2. Nature of Employment.:** Mr. Obidi, Head of electronic banking department says that drawing reference to the level of commitment showed by the trainee staff, "the nature of employment is a key constraint" in his words "the employees when they are under partial contract are very easy to relate with, but immediately they are converted the game changes, they now think they have their right to abide to the organization culture or not". This position was supported by Mr. Oladunmoye in the same department, as he stresses that the fully employed staff, sees themselves as they have arrived, and deserves more than they were getting, so no matter what method is adopted they choose to be motivated or not.

## Test of Hypotheses

### Hypothesis One:

There is no significant difference between the mean ratings of marketing staff and the management staff on the impact of corporate communication on the motivation of employees of Banks in Choba, Rivers State

**Table 5:** Z-test analysis of the difference between the mean ratings of marketing staff and the management staff on the impact of corporate communication on the motivation of employees of Banks in, Choba, Rivers State.

Variables	N	Df	Level of Significance	Cal Z-value	Crit Z-value	Decision
Marketing Staff	323	350	0.05	-6.17	$\pm 1.96$	Ho <sub>1</sub> is Rejected
Management Staff	29					

The calculated z value of -6.17 is less than the tabulated z- value of -1.96, hence the null hypothesis is accepted. This implies that there is no significant difference between the mean ratings of marketing staff and the management staff on the impact of corporate communication on the motivation of employees of Banks in, Choba, Rivers State.

## DISCUSSION OF FINDINGS

The study on corporate communication and its impacts on employee's motivation, considering the respondents positions shows that corporate communication plays a significant role in the motivation of employees. The research position was anchored on the following;

### i. How does corporate communication enhance the motivation of employees'

The research finding position elucidated the respondent's stand, that corporate communication help to encouraging favorable relationship among staff, give every staff a sense of belonging, help the staff identify with the vision and mission of the company, and create emotional attachment to the company. That corporate communication also helps in spurring up the employees to work harder, and facilitates the performance of the employees. This position Kroth (2007) that motivation is the influence or drive that causes us to behave in a specific manner and has been described as consisting of energy, direction, and sustainability (Kroth, 2007). Thus it implies that corporate communication is viable in ensuring employees stay motivated.

### ii. Corporate communication method adopted by the management to ensure the motivation of the employees

The research finding shows that corporate communication method adopted by the management of Banks, Chobaare relevant in ensuring employees motivation, but disagreed on the use of intercom as a means for corporate communication in the company. And such method as the face-to-face methods is adjudged to be very effective in establishing



empathy and trust among employees. This is on the ground that the intercom are mostly used to issue instruction, confirm instruction, and most times for formal communication on the premised that the cost of maintenance is always factored into its usefulness (Mathew, 200).

**iii. Influence of corporate communication on motivation of categories of employees.**

The study findings shows that the contract staff shows more sense of motivations followed by the administrative staff, the full employed staff, deposit operations floor staff and finally the safety staff shows more sense of motivations in Banks communication method adopted by the company on a descending ranking order. This position was balanced by the responses from the management staff and the communication professionals in the company to minimize any sense of biases on the ground that the selected employees for the study were rooting for their department.

**iv. Possible constraints in the application of corporate communication strategies of Banks, Choba**

Also the findings were of the position that motivation is relative, and with respect to the study intent, that motivation of employees is sacrosanct in ensuring the competitiveness of an organization. Thus, the study establishes that the contract staff of Banks in shows more sense of belonging and personal ownership of organizational drive to remain relevant among organizations on like the fully employed staff.

**CONCLUSION AND RECOMMENDATIONS**

**Conclusion**

Corporate communication, on its own, is not usually all that matters in ensuring employees motivation in an in a business organization, but if an employee must stay motivated to the extent that they personalizes the organizations vision and mission, then corporate communication should be considered. Of concern in this study are:

- i. The how of corporate communication that ensures employees motivation
- ii. The methods of cooperate communication adopted by organizations to keep their employees motivated and the role of employees status in employees motivation.
- iii. The constraint of communicating corporate communication in an organization

This study considering the respondents opinion is of the position that corporate communication ensure the motivation of employees' by encouraging favorable relationship among staff, give every staff a sense of belonging, help the staff identify with the vision and mission of the company, and create emotional attachment to the company. Also in that the use of intercom as a tool in of corporate communication is adjudged misplacement, giving that it is more of an organizational communication tool than corporate communication tool. Other deduced position is that, the status of employments is critical in keeping employees motivated and was also seen to pose a challenge in ensuring employees motivation.

This position brings to bear that corporate communication is a vital construct in organization communication and employees motivation.

### Recommendations

Based on the findings and conclusions of this study, it is strongly recommended that:

1. Business organizations in Nigeria should draw a parallel line on employees status, giving that the classification of employees impacts their responses to motivation
2. Organization put employee's relationship and position in organization drive to achieve its vision and mission in the fore, rather than profitability.
3. Outside the use of incentives, promotions, salary improvement, organization should go the extra mile to share in the employee's psychological and emotional life.
4. Organizations in Nigeria should carve out a functional department that is responsible for corporate communication evaluation

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