

# PERFORMANCE MANAGEMENT AND ORGANIZATIONAL RESILIENCE: A STUDY OF COMMERCIAL BANKS IN PORT HARCOURT.

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**ABSTRACT:** This study examines the relationship between performance management and organizational resilience in selected commercial banks in Port Harcourt. The study adopted a cross sectional research survey. Target population comprises of selected commercial banks in Port Harcourt. The accessible population for this study is 10 selected commercial banks. 424 workers' were surveyed from the 10 selected commercial banks. A simple random sampling technique was adopted. The sample size for the study is 206 using Taro Yamane formula. A total number of 132 copies of questionnaire were found useful for data analysis. Spearman Rank Order Correlation Coefficient was used as a statistical tool to test the hypotheses with the aid of SPSS 20.0. The study found that performance management enhances organizational resilience. The study concluded that effective performance management has the capacity to enhance organizational resilience of commercial banks in Port Harcourt. The study recommended that bank managers should ensure that performance planning is in place to enable the organization prepare for unforeseen circumstances.

**Keywords:** *Performance Management, Organizational Resilience, Performance Planning, Performance Communication, Performance Development, Agility, Improvisation, Adaptability, Organizational Culture.*

## 1. INTRODUCTION

Environmental turbulence is becoming increasing constant in the years past and ever presents (Eketu, 2015). Organizational success and survival is measured in terms of its continuous adaptation (Eketu and Ahiauzu, 2015). The performance of business perturbation has made the studies on corporate resilience to be on the increase (Eketu, 2015). Any organization that wants to succeed must strive continuously to adapt in the dynamic business environment (Whitman et al, 2014). Stephenson et al. (2010) contented that in the turbulent political, socio-cultural, economic and technological environment, firms must be ready to experience disruptions in their day to day activities. For instance, an unprepared organization can be adversely affected by a change in the political environment. On the other hand, a well prepared organization will benefit immensely from the change. These challenges can manifest numerous threats to the business existence (Hamel and Välikangas, 2003). Businesses need to be resilient to overcome external threats so that they can achieve their set objectives. Since the business environment cannot be totally controlled, firms should include resilience in their philosophy to enable them prepare for any adverse effect (Seville, Porter and Askew, 2008). McManus et al (2008) elucidated that organization that has a resilient culture tend to experience growth and thrive more than the one that does not have resilient in its mission and vision. Resilient brings organizational stakeholders together to interact and chart a positive course of action during and after the storm (Seville, Hawker and Lyttle, 2012). However, firms that want to survive in the dynamic business environment must embrace the spirit of resilient to be able to withstand the upcoming threats (Burnard and Bhamra, 2011).

Studies on organizational resilience had been recorded over the years. Jody et al (2006) examined the relationships between layoffs and organizational resilience airline industry responses to September 11. Their finding shows that the maintenance of adequate financial reserves enables the preservation of relational reserves and vice versa, contributing to organizational resilience of the airline industry in times of crisis. Burnard and Bhamra (2011) examined organizational resilience: development of a conceptual framework for organizational responses. They concluded that organizations that strive to enhance their resilience will be better prepared to overcome high impact-low probability events and environmental discontinuities.

Wicker, Filo and Cuskelly (2013) examined organizational resilience of community sport clubs impacted by natural disasters in Queensland, Australia. Their findings revealed that organizational resilience have a significant positive influence on overall recovery of the sport clubs from the impact of natural disasters with higher levels of robustness, redundancy, resourcefulness, and rapidity. Umoh, Amah and Wokocha (2014) examined the relationship between management development and organizational resilience. Findings of their study revealed that management development is significantly related to organizational resilience.

However, considering previous research attempts on the study of corporate resilience, there appears to be a dearth of knowledge on how performance management associates with

organizational resilience, yet performance management stands out as a pivot of industry negative entropic behaviours. This study fills this gap as relating performance management and organizational resilience as its research drive.

### **1.1 Aim of the Study**

The main purpose of this study is to examine the relationship between performance management and organizational resilience.

### **1.2 Research Hypotheses**

The following null hypotheses were proposed:

The study will be guided by the following formulated null hypotheses.

**H0<sub>1</sub>:** Performance planning does not significantly associate with agility of commercial banks in Port Harcourt.

**H0<sub>2</sub>:** Performance planning does not significantly associate with improvisation of commercial banks in Port Harcourt.

**H0<sub>3</sub>:** Performance planning does not significantly associate with adaptability of commercial banks in Port Harcourt.

**H0<sub>4</sub>:** Performance communication does not significantly associate with agility of commercial banks in Port Harcourt.

**H0<sub>5</sub>:** Performance communication does not significantly associate with improvisation of commercial banks in Port Harcourt.

**H0<sub>6</sub>:** Performance communication does not significantly associate with adaptability of commercial banks in Port Harcourt.

**H0<sub>7</sub>:** Performance development does not significantly associate with agility of commercial banks in Port Harcourt.

**H0<sub>8</sub>:** Performance development does not significantly associate with improvisation of commercial banks in Port Harcourt.

**H0<sub>9</sub>:** Performance development does not significantly associate with adaptability of commercial banks in Port Harcourt.

**H0<sub>10</sub>:** organizational culture does not significantly moderate the relationship between performance management and organizational resilience of commercial banks in Port Harcourt.

## **2. Review of related literature**

### **Concept of Performance Management**

Performance management is defined in many ways and in literature many definitions can be found. Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2006). It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Armstrong, 2006). Ivancevich, (2001) submitted that performance management is a process where executives, managers and

supervisors work together to combine employee performances with organizational goals. Performance management is also defined as the process that puts together aims, performances and development in a unique system, where the main goal is to assure that employee performances support strategic goals of the organization (Dessler, 2005; Jakšić, 2011). All definitions lead to the conclusion that employee performances are correlated to the organizational performances, because, realization appraisal is the control mechanism which doesn't only give feedback to individuals, but also enables the organization to create a picture of how the things are going ahead. In the Oxford dictionary the definition of performances can be found: activity of realization or something realized... The conduct of a demand, obligation or purpose, etc. Realization, doing, completion, fulfilling... Realization of everything that is considered or given (Oxford English Dictionary, 1989; Jaksic, 2012).

## **2.1 Dimensions of Performance Management**

The dimensions of performance management as outlined by Armstrong (2006) are performance planning, performance communication and performance development.

### **2.1.1 Performance Planning**

Performance planning is the first step in the performance management process (Armstrong, 2006). Lawler and McDermott, (2003) argued that it is a dialogue between a supervisor and an employee to:

- 1) outline the major tasks assigned to the position,
- 2) establish and agree upon performance goals and expectations,
- 3) clarify what the employee will be evaluated on, and
- 4) set the stage for ongoing feedback and coaching throughout the year.

In the performance management process, it is expected that the supervisor and employee will engage in a performance planning discussion at least once annually; ideally, performance planning should occur at any point in which performance goals and expectations change (Armstrong, 2006). For new employees, this discussion must occur within the employee's first week on the job. New employees should be included in such a discussion during their first week of work. It is important that the supervisor document the agreed-upon goals and expectations in the performance impact program and make a copy for the employee. Performance planning establishes goals and expectations for performance and is the foundation upon which the rest of performance management lies (Risher, 2003). The performance planning process may vary, depending on the length of the time the employee and supervisor have worked together, the degree of experience of both individuals, the quality of past performance, etc (Mohrman and Mohrman, 1995).

### **2.1.2 Performance Communication**

Right from business development to product marketing, communication plays a vital role in almost all the spheres of the business (Derek, 2011). In business it's very important to have

excellent communication skills. The majority of the businesses rely heavily on the effective communication (Armstrong, 2006). Lack of effective communication may lead to,

- Misunderstandings
- Lack of information
- Decrease in employees' performance
- Decrease in company's turnover, as a result

Ineffective communication is frustrating for employees, and becomes a source of a conflict. Manager's inability in clearly expressing their thoughts, ideas and demands will lead to employees' inability to perform work well, according to the company's demands.

### **2.1.3 Performance Development**

The performance development process guides the alignment of goals throughout the organization, and facilitates the achievement of meaningful objectives and the ongoing feedback needed to improve performance at every level. (Armstrong, 2006). It is an ongoing process that involves both the employee and their supervisor, and one that focuses on the development of the employee as a professional over time (Armstrong and Baron, 2004). Williams College of Human Resources (2012) submitted that the performance development provides a structured process, tools, forms, and other resources to facilitate effective communication about performance between supervisors and staff.

## **2.2 Organizational Resilience**

Resilience has emerged as a critical characteristic of complex, dynamic systems in a range of disciplines till it recently emerged strongly into the business literatures and management studies like in Coutu (2002), Lengnick-Hall et al. (2011), Christopher et al. (2003), Hamel and Välikangas (2003), Christopher (2004), Sheffi (2007) and many others. It has increasingly become a multi-dimensional and multi-disciplinary concept (Ponomarov and Holcomb 2009), however still inadequately theorized (Sutcliffe and Vogus 2003). As Madni (2007) states, resilience has become a semantically overloaded term, meaning somewhat different things in different fields (Madni and Jackson 2009). Some authors have focussed on the corporate attributes that yield resilience, understanding its drivers and how to sustain it like Weick and Sutcliffe (2007), while some have aimed at expanding the concept as done by Falasca et al. (2008) and Pettit, Fiksel and Croxton, (2010). Different schools of thought have looked into resilience as a organisation's ability to either continuously anticipate or react fast to the trends and turbulences. According to Hamel and Välikangas (2003) organisations need to dynamically reinvent or renew their business models and strategies as circumstances change – to attain zero traumas and this forms the core for building an organization's strategic resilience.

### **2.2.1 Agility**

In the recent past, there has been increased activity in trying to comprehend the concept of agility. The changing nature of global competition necessitates a comprehensive understanding of what factors make an organization agile. Davis, (2009) argued that we are experiencing not merely another turn of the business cycle, but restructuring of the business order. Globalization has caused markets, technologies, and organizations to be more interconnected (Soheila and Sayyed, 2013). Outsourcing, global partnerships, and overall internationalization all illustrate this shift. Competitive advantage is increasingly becoming temporary due to intensity of global rivalry.

The concept of agility means rapid, agile, and active movement (Sharifi and Zhang, 1999). Also agility refers to the ability of rapid and easy movement and rapidly thinking with a thoughtful method (Soheila and Sayyed, 2013). The root and origin of agility is derived from agile production and this is a concept that has been presented during later years. The agile production has been accepted as a successful strategy by producers that prepare them for a considerable performance. Several definitions have been presented for agility that each of them supports each other. These definitions show the idea of speed and change in the business environment. Because the agility concept has been reputed during past years, there is not a common definition for it.

### **2.2.2 Improvisation**

Researchers have viewed improvisation based on the field of study. However Weick (1998) contended that improvisation in organization occurs when one organisational order collapse, a substitute is invented immediately. Jambekar and Pelc (2007) viewed organisational improvisation as an expression of capability to sense emerging reality and to act in harmony with it. Bastien and Hostager (1988) argued that organisational improvisation refers to the invention, adoption and implementation of new ideas by individuals within the context of a shared awareness of the group performance as it unfolds over time. All of these definitions, in a more implicit or explicit fashion, show that improvisation is, in essence, a time-based phenomenon because of its focus on the timing of conception of an action and its execution (Coutu, 2002). As Crossan et al (1996) suggest, improvisation is an activity where planning meets opportunity, blending in this way strategy formulation and implementation. Weick (2001) also calls improvisation just-in-time strategy and explains that, Just-in-time strategies are distinguished by less investment in front-end loading (try to anticipate everything that will happen or that you will need) and more investment in general knowledge, a large skill repertoire, the ability to do a quick study, trust in intuitions, and sophistication in cutting losses.

### **2.2.3 Adaptability**

Adaptability represents the capability of an enterprise to react quickly to opportunities and risks and convert them into business advantage (Macmillan and Tampoe, 2000). Adaptability refers to the capacity to respond to the needs of customers and clients (Adriana, 2013). The ability to make optimum choices: an intentional response to change based on the information regarding the environment - past, present and future. People must be empowered to take

sensible risks, build new capabilities, experiment, adjust their behaviours, be fearless, learn from their failures and share their experiences with others (Adriana, 2013).

Adaptability has been empirically linked with firm performance (Marcoulides and Heck, 1993). Some specialists demonstrated the existence of an important relationship between firm performance and adaptability, viewed as a set of cultural values (Kotter and Heskett, 1992; Gordon and DiTomaso, 1992). These researchers state that organizations capable of better internalizing values leading to a superior ability that allows them to recognize and adapt to changing conditions are more likely to reap superior rewards. According to them, adaptability is a combination of two or more cultural values, including innovation and action orientation, that allow a firm to adjust to environmental conditions better than others, thereby, leading to superior performance. Adaptability is also linked to the concept of strategy and appears to be more complex than a simple set of cultural values. The ability to adapt to changing conditions is an underlying premise of the strategic choice perspective (Coutu, 2002; Child, 1972).

### **3. MATERIALS AND METHODS**

#### **3.1 Research design**

In this study, the quasi-experimental research design was adopted, more specifically the cross – sectional survey. The cross sectional survey is described by Unamma (2003) as the observation of an entity in which a group of people or items is studied at one time or almost the same time, by collecting data and analyzing the observations in order to establish a relationship.

#### **3.2 The population for the Study**

Therefore the target population is 20 commercial banks in Port Harcourt metropolis. However this is not possible considering the available resources, so the accessible population is limited to the ten (10) licenced commercial banks within the Port Harcourt metropolis. A visit to the ten commercial banks human resource department branch head offices revealed that 424 employees were on record.

#### **3.3 Sampling and sampling procedure**

Sample for this study will constitute the bank managers and employees of the selected licensed commercial banks in Port Harcourt. The sample size for this study will be determined mathematically using Taro Yamane's formula:

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

*Where:*

n = the sample size that will be determined

N = the population of the study

e = Level of Significance = (0.05%)

1 = constant

$$n = \frac{424}{1 + 424 (0.05)^2}$$

$$n = \frac{424}{1 + 424 (0.0025)}$$

$$n = \frac{424}{1 + 1.06}$$

$$n = \frac{424}{2.06}$$

$$n = 206$$

**Table 3.3.1 Questionnaire Administration**

S/no	Commercial banks	Workers	questionnaire distributed	questionnaire retrieved
1	Firstbank	30	15	10
2	FCMB	33	16	7
3	Access bank	21	10	8
4	Fidelity	23	11	9
5	UBA	25	12	6
6	Heritage	26	13	7
7	Stanbic IBTC	25	12	9
8	Ecobank	23	11	7
9	Standard Chattered	30	15	11
10	Zenith Bank	42	20	15
11	Guaranty Trust Bank	27	13	9
12	Skye Bank	31	15	11
13	Stanbic IBTC	34	16	8
14	Union Bank	26	13	6
15	Keystone Bank	28	14	9
	<b>TOTAL</b>	<b>424</b>	<b>206</b>	<b>132</b>

**Source:** Field survey (2016) from human resource departments of each bank.

The sample size proportion determination by Kumar (2011) was used to allocate questionnaire to each of the licensed commercial banks. The formula for sample size proportion determination by Kumar (2005) is given below:



$$N_h = \frac{nN_h}{N}$$

Where;

$N_h$  = number of employees in each company

$n$  = Sample size

$N$  = Total population size

### **3.4 Data collection Method**

There are two major sources of data collection in social sciences. These are the primary and secondary data sources. The primary sources include interview, observation and administration of questionnaires (Kothari, 2013). In this study, questionnaire will be used to generate data from the respondents. On the other hand, secondary source of data collection include previous research findings, review of literature, proceedings, and textbooks (Kothari, 2013).

### **3.5 Reliability and Validity of the Measuring Instrument**

The validity of the instrument will be based on the content and construct validity. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered (Wainer and Braun (1998). Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Joppe, 2000). However reliability of the instrument will be ascertain using the Cronbach Alpha test with the aid of SPSS.

## **4. RESULTS**

### **4.1 Correlation Analysis and Decision Rules**

#### **DECISION RULE:**

Devore (2004) enlisted two criteria for rejecting or accepting null hypotheses using SPSS as follows:

- (a) Reject null hypothesis if p-value (Sig.2-tailed) is less than alpha (0.05).
- (b) Accept null hypothesis if p-value (Sig.2-tailed) is greater than alpha (0.05).

**Ho1: Performance planning does not significantly associate with agility of commercial banks in Port Harcourt.**

**Correlations**

		Performance planning	Agility
Performance planning	Correlation Coefficient	1.000	.812**
	Sig. (2-tailed)	.	.000
	N	132	132
Agility	Correlation Coefficient	.812**	1.000
	Sig. (2-tailed)	.000	.
	N	132	132

\*\*  
Correlation is significant at the 0.05 level (2-tailed)

cant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance planning and agility.

**Ho2: Performance planning does not significantly associate with improvisation of commercial banks in Port Harcourt.**

**Correlations**

		Performance planning	Improvisation
Performance planning	Correlation Coefficient	1.000	.730**
	Sig. (2-tailed)	.	.000
	N	132	132
Improvisation	Correlation Coefficient	.730**	1.000
	Sig. (2-tailed)	.000	.
	N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance planning and improvisation.

**Ho3: Performance planning does not significantly associate with adaptability of commercial banks in Port Harcourt.**

**Correlations**

		Performance planning	Adaptability
Performance planning	Correlation Coefficient	1.000	.806**
	Sig. (2-tailed)	.	.001
	N	132	132
Adaptability	Correlation Coefficient	.806**	1.000
	Sig. (2-tailed)	.001	.
	N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.001) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance planning and adaptability.

**Ho4: Performance communication does not significantly associate with agility of commercial banks in Port Harcourt**

**Correlations**

			Performance communication	Agility
Spearman's rho	Performance communication	Correlation Coefficient	1.000	.810**
		Sig. (2-tailed)	.	.000
		N	132	132
	Agility	Correlation Coefficient	.810**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (0.003) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance communication and agility.

**Ho5: Performance communication does not significantly associate with improvisation of commercial banks in Port Harcourt.**

**Correlations**

			Performance communication	Improvisation
Spearman's rho	Performance communication	Correlation Coefficient	1.000	.808**
		Sig. (2-tailed)	.	.000
		N	132	132
	Improvisation	Correlation Coefficient	.808**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (0.002) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore

accepted. There is a significant relationship between performance communication and improvisation.

**Ho6: Performance communication does not significantly associate with adaptability of commercial banks in Port Harcourt.**

**Correlations**

			Performance communication	Adaptability
Spearman's rho	Performance communication	Correlation Coefficient	1.000	.833**
		Sig. (2-tailed)	.	.000
		N	132	132
	Adaptability	Correlation Coefficient	.833**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance communication and adaptability.

**Ho7: Performance development does not significantly associate with agility of commercial banks in Port Harcourt.**

**Correlations**

			Performance development	Agility
Spearman's rho	Performance development	Correlation Coefficient	1.000	.723**
		Sig. (2-tailed)	.	.000
		N	132	132
	Agility	Correlation Coefficient	.723**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance development and agility.

**Ho8: Performance development does not significantly associate with improvisation of commercial banks in Port Harcourt.**

**Correlations**

			Performance development	Improvisation
Spearman's rho	Performance development	Correlation Coefficient	1.000	.815**
		Sig. (2-tailed)	.	.000
		N	132	132
	Improvisation	Correlation Coefficient	.815**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance development and improvisation.

**Ho9: Performance development does not significantly associate with adaptability of commercial banks in Port Harcourt.**

**Correlations**

			Performance development	Adaptability
Spearman's rho	Performance development	Correlation Coefficient	1.000	.822**
		Sig. (2-tailed)	.	.000
		N	132	132
	Adaptability	Correlation Coefficient	.822**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132

\*\* Correlation is significant at the 0.05 level (2-tailed)

SPSS output above shows that the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between performance development and adaptability.

**Ho10: organizational culture does not significantly moderate the relationship between performance management and organizational resilience of commercial banks in Port Harcourt.**

**Partial Correlations**

Control variables	Performance management	Org. Resilience	Culture
-none <sup>a</sup>			
Performance management	1.000	.842**	.721**
Correlation	.000	.000	.000
Sig. (2-tailed)	0	132	132
Df			
Org. Resilience	.842**	1.000	.712**
Correlation	.000	.000	.000
Sig. (2-tailed)	132	0	132
Df			
Culture	.721**	.712**	1.000
Correlation	.000	.000	.000
Sig. (2-tailed)	132	132	0
Df			
Culture	1.000	.842**	
Performance management	.000	.000	
Correlation	0	132	
Sig. (2-tailed)			
Df			
Org. Resilience	.842**	1.000	
Correlation	.000	.000	
Sig. (2-tailed)	132	0	
Df			

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

SPSS output above shows the partial correlation of organizational culture, performance management and organizational resilience. From the output, the p-value (0.000) is less than the alpha (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted and states that; organizational culture moderates the relationship between performance management and organizational resilience.

## **5. Discussion of findings**

SPSS output for hypothesis one indicate a positive association between performance planning and agility of commercial banks in Port Harcourt. This is in line with Ayandele and Isichei (2013) finding. Ayandele and Isichei (2013) investigated the impact of performance management system on employee's commitment to the organization. The findings of their study revealed that performance management system impacts on employee's commitment to the organizational set goals.

SPSS output for hypothesis two indicate a positive association between performance planning and improvisation of commercial banks in Port Harcourt. This is in line with Wicker, Filo and Cuskelly (2013). They examined organizational resilience of community sport clubs impacted by natural disasters in Queensland, Australia. Their findings revealed that organizational resilience have a significant positive influence on overall recovery of the sport clubs from the impact of natural disasters with higher levels of robustness, redundancy, resourcefulness, and rapidity.

SPSS output for hypothesis three indicate a positive association between performance planning and adaptability of commercial banks in Port Harcourt. This is in line with Umoh, Amah and Wokocha (2014). They examined the relationship between management development and organizational resilience. The findings of their study revealed that management development is significantly related to organizational resilience.

SPSS output for hypothesis four indicate a positive association between performance communication and agility of commercial banks in Port Harcourt. This is in line with Wadongo (2014). Wadongo (2014) carried out a study on performance management and evaluation in non-profit organizations: An embedded mixed methods approach. The results of Wadongo's study reveal that among the contingency variables, strategic orientation significantly predicted performance management practices and organizational effectiveness in non-profits. Secondly, Costuleanu, et al. (2015) examined the relationships between fashion enterprises resilience under market disruption and employees' creative involvement and wellbeing degree. The finding of their study indicate a strong correlation between the 'healthy' Z-score transition profiles of the companies and the real employees' creative involvement in company's production management and their wellbeing degree.

SPSS output for hypothesis five indicate a positive association between performance communication and improvisation of commercial banks in Port Harcourt. This is in line with Martins and Tabiti (2015). They examined performance management as a managerial tool for the development and improvement in employees' job performance in organization. Their study found that employee performance is significant for the development and increases in organization productivity.

SPSS output for hypothesis six indicate a positive association between performance communication and adaptability of commercial banks in Port Harcourt. This is in line with



Idemobi and Onyeizugbe (2011). They examined performance management as an imperative for effective performance in delta state of Nigerian public owned organizations. The results of their study showed that performance review techniques have significant effect on employees' performance and that there is a significant relationship between performance incentives and employees' morale.

SPSS output for hypothesis seven indicate a positive association between performance development and agility of commercial banks in Port Harcourt. This is in line with Shakil (2012). Shakil examined the impact of organizational culture on performance management practices in Pakistan. Statistical results of Shakil study show that the dimensions of organizational culture have significantly positive relationship with the performance management practices.

SPSS output for hypothesis eight indicate a positive association between performance development and improvisation of commercial banks in Port Harcourt. This is in line with Jaja and Amah (2014). They examined the effect of mentoring on organizational resilience in the Nigerian manufacturing industry. The findings of their study revealed that mentoring is significantly related to organizational resilience.

SPSS output for hypothesis nine indicate a positive association between performance development and adaptability of commercial banks in Port Harcourt. This is in line with Ahiauzu and Jaja (2015). They examined the association between process innovation and organizational resilience. The results of their study showed a significant association between process innovation and the measures of organizational resilience which are: situation awareness, keystone vulnerability and adaptive capacity.

SPSS partial correlation output for hypothesis ten reveal that organizational culture moderates the relationship between performance management and organizational resilience of commercial banks in Port Harcourt. This is in line with Shakil (2012). Shakil examined the impact of organizational culture on performance management practices in Pakistan. Statistical results of Shakil study show that the dimensions of organizational culture have significantly positive relationship with the performance management practices.

## **5.1 Recommendations**

From the conclusion above the following recommendations were made.

1. Bank managers should ensure that performance planning is in place to enable the organization prepare for unforeseen circumstances.
2. Bank managers should communicate the planning process that will withstand turbulences to all workers so that they can be resilient.
3. Bank directors should direct bank managers to apply performance development to bank workers to enable possess the skills they can use to withstand environmental threats.

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