
OPERATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN RIVERS STATE: LEVERAGING CRISIS COMMUNICATION STRATEGIES

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ABSTRACT

The study examined the relationship between crisis communication strategies and operational performance of deposit money banks in Rivers State. The study adopted clarity, transparency and prompt response as the dimensions of the predictor variable whereas, service quality and customer retention served as the measures of the criterion variable. A Quasi-experimental research design was adopted with a cross-sectional survey approach. The population of the study consisted of management staff of the 21 deposit money banks in Rivers State. Three management staff were studied across each of the deposit money banks; branch manager, head of corporate communication and head of operations from each of the twenty one (21) Deposit Money Banks in Rivers State. A total of sixty three (63) management staff were derived. However, owing to the relatively small population, a census was adopted. Therefore, 63 management staff of the 21 deposit money banks was studied. Data were analysed with Spearman Rank Correlation Statistic. A total of sixty – three (63) copies of questionnaire were administered, however, only 45 copies were retrieved. Therefore, 45 copies of questionnaire was used for the analysis. The findings revealed that, there is a significant positive relationship between crisis communication strategies and operational performance as well as the dimensions to the measures of this study. Based on these findings, the study concluded that there is a significant relationship between crisis communication strategies and operational performance of deposit money banks in Rivers State. Therefore, the study recommended that deposit money banks should encourage clarity, transparency and prompt response as its strategy in communicating crisis situation to its public as it has been found to trigger customer retention and quality service.

Keywords: Crisis communication, prompt response, clarity, transparency, operational performance

INTRODUCTION

Organizations are critical instruments and major contributors to global economy as well as national sustainability. These organizations whether small or large, play an indelible role in supporting or contributing to national growth. However, they are not without crisis and this shows that the inevitability of crisis is not only on humans alone but also on organizations as well. Organizations are faced with one form of crisis or the other which is most likely to cause a blur or a breach in their operations and in return affect the sustainability of a nation's economy. Thus, organizations just as humans are victims of crisis which sometimes affect innovation, stakeholders, operations, patronage, productivity, and sustainability amongst other things.

However, the manner with which organizations respond or communicate such crisis to its public or stakeholders define to a huge extent the degree of damage such crisis would have on its operations and sustainability. It is true that "no organization is immune to the occurrence of crisis" (Meer et al., 2017). Therefore, organizations should not only focus on creating preventive measures to avert or control crisis situations but also go as far as creating crisis communication strategies in event of a possible crisis that is capable of negatively affecting operational performance and by extension global sustainability.

Crisis has the potential to negatively affect the reputation of an organization (Claeys & Cauberghe, 2012). Crisis according to Coombs (2012) is a significant threat to operations that can have negative

consequences if not handled properly. In addition to this, Ring (2015) defined crisis as a situation where the organization cannot operate normally and as such prevents the attainment of the objectives and threatens the viability and survival of the organization. Looking at these definitions, it is clear that crisis in an organization affects organizational operations in one way or the other. This view was confirmed by Akram (2017) who noted that “crisis affects organization operations negatively and also shapes the perception of organizations in crisis and ultimately also affects potential interactions with these organizations”.

Crisis communication deals with responding to situations that possess threat to an organization. Accordingly, Crisis communication is the exchange of information between and organization and its public during and after a crisis. A similar view was given by Barrera (2013) who posited that crisis communication is a special area of public relations, designed to protect individuals as well as organizations whose public reputation is compromised. Additionally Cutlip *et al.* (2003) viewed crisis communication as those method and policies used by corporations for the distribution of information during uncomfortable situation affecting the public. Deducing from these definitions, this study defined crisis communication strategies as “*those methods organisations adopt in informing internal and external stakeholders in event of a crisis with a view to protect corporate reputation as well as maintain continuous performance of organizations.*”

Crisis communication is critical aspect of the communication department in every organization because of its instrumental nature in protecting corporate image and ensuring business or operational continuity. Thus, the choice of a message strategy is critical in determining how stakeholders will perceive the crisis, the image and reputation of the organization (Stephens et al., 2005). Therefore, the way organizations communicate to its public in event of crisis consequently increases or decreases the public acceptance of its product.

Crisis communication strategies can either heighten or reduce perceived threats to organization operations (Fearn–Banks, 2011; Coombs, 2014). Communicating crisis situation is not as easy as we think it is, however, when organizations apply the right procedures and methods they tend to get it right. As such, organizations should not wait until a crisis occur before they start planning or thinking on how to respond to their public, rather every well-meaning organization should be proactive by creating or developing procedures that will be followed in communicating to their public in event of a crisis to ensure continuity of operations.

Operational performance of deposit money banks is a critical phenomenon for global sustainability. If organization must achieve its goals and objectives, they must ensure continual operations even in the face of crisis, as this defines to a grave extent the level of business sustainability. However, operational performance of deposit money banks is sometimes un-assured and unsuccessful when crisis situations are not being communicated to its stakeholders in a clear, timely and transparent manner. Zang *et al.* (2017) defined operational performance as the degree to which operations of an organization can accomplish the goals of being accurate, fast, on time, production and responsive.

One of the ways of sustainable operational performance in deposit money banks in the face of crisis is by encouraging effective crisis communication strategies. Operational performance could also mean according to Azim et al. (2015), those measurable aspects of the outcomes of organizations processes, such as reliability, production cycle time and inventory turns. However, this study defined operational performance as *a process by which organizations strive to achieve its goals without obstruction to its planned activities or functions with a view to remain in business.* When crisis is not being effectively communicated, the tendencies of such crisis affecting operations become high. Consequently, there will be series of protest, picketing, and sometimes restiveness which often leads to poor operational performance of deposit money banks as well as staining the corporate image of these banks which goes as far as costing the organization in terms of service quality and customer retention.

Crisis is an inevitable part of both large and small organizations and when it occurs, it goes a long way to destabilize or cause instability in the operations of organizations if it is not adequately communicated.

Thus, the problem of crisis is not farfetched to deposit money banks as they are sometimes faced with cyber-attacks, hardware and software failures, robbery, flooding, and liquidity exposure among other things. However, the early 2020 and 2023 gave birth to the Covid 19 pandemic and the introduction of a new currency in Nigeria, these events consequently posed significant threats to banks as this metamorphosed into riots, vandalism, unhappy stakeholders, reputational harm, riots, and looming tensions from the organizations publics which affected operations thereby leading to under performance. Therefore, this study looked at operational performance: leveraging on crisis communication strategies of deposit money banks in Rivers State.

As organizations continue in their respective operations, it will at some point observe or experience instability that would pose a threat to its operations. As Gibson (2012) puts it, crisis is usually the result of management failure to respond appropriately to an issue, emergency or accident that requires a timely response or communication. Several studies explored crisis communication and organization reputation. Some have also touched on crisis communication strategies in media coverage of chemical accidents (Halladay, 2009). Others looked at crisis communication and organization performance. However, there is little or no study on crisis communication strategies and operational performance of deposit money banks in Rivers State and this was the gap this study closed. Below was the conceptual framework that guided this study.

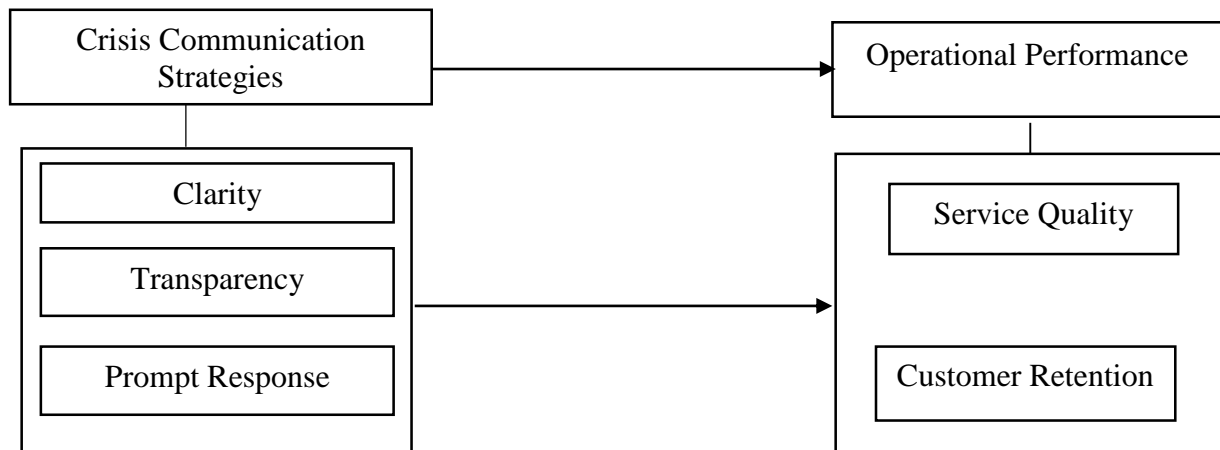


Fig. 1: Conceptual framework of relationship between crisis communication strategies and operational performance

Crisis Communication Strategies

Crisis communication is an applied field that seeks to provide guidance for crisis managers in order to limit the harm the crisis can inflict on stakeholders as well as the organization. The term crisis has a wide range of definitions but according to Coombs (2007) crisis is “the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes”. Whereas, Seeger et al. (2003) understands crisis as “a specific, unexpected and non-routine organizationally based event or series of events which creates high levels of uncertainty and threat, or perceived threat, to an organization’s high priority goals”. Consequently, Hermann (1972) sees crises as evens characterized by threat, surprise, and short response time.

Looking at various views, one thing remains mutual and that is the fact that crisis is a threat and can significantly affect organizations and its stakeholders negatively. According to Ulmer (2012) “the notion of crisis as a threat has resulted in a preoccupation with blame reducing strategies amongst crisis communication scholars”. Hence, there is need for as conceptual review of the concept crisis communication strategies to facilitate understanding well as unravel how effective crisis communication strategies can improve operational performance by reducing the uncertainties involved in a crisis situation.

It is expedient to note that, crisis could be operational; that is the crisis is such that it disrupts or leads to the disruption of organizational operations. It could also be reputational; such that it places a dent on the corporate image of the organization. Whichever way, they both cost an organization. However, the focus on this study is on crisis leading to poor operational performance of deposit money banks. Although, the operational obstruction leads to reputational damage as well, studies in crisis communication involve a range of phenomenon, such as scandals, product failures, natural disasters and environmental crises (Fearn-Banks, 2011).

This invariably means that crisis could be manmade or naturally induced and this is not farfetched to deposit money banks in Nigeria. In 2020 the Covid pandemic was announced in Nigeria and this had citizens worried as well as businesses and one of such businesses that were really affected were banks as we saw them shutting down operations due to the pandemic. However, it did not stop the demand from customers wanting to know what is happening with their money. And not too long the end SARS protest kicked off which lead to vandalism of banks, businesses and other structures, however not all banks were vandalized .

Consequently, the introduction of new currency also led to huge scarcity and demand of cash which placed the banks all over Nigeria in disarray creating conflict between banks and their customers. It is imperative to note that, most banks were vandalized not because they do not have good conflict management strategies but because they could not communicate these crisis situations to their public properly and this led to vandalism, violence, break-ins, amongst others things that contributed to disruption of operations. In view of this, the importance of clarity, transparency and prompt response in crisis communication cannot be over stressed.

Clarity

Clarity is a critical aspect of the crisis communication strategy whether it is written communication or it is spoken. The importance of being clear and understandable cannot be overstressed as it is “one of the keys to company success” (Forsbeck & Oxelheim, 2014). Clarity according to Rene Descartes cited in Jabeen et al. (2015) means “evident and distinct from other things”. When organizations communicate crisis situations to its public with utmost clarity, they avoid using ambiguous words rather they use simple relative words that put their stakeholders on the same page and direction. This literally means that, the message sent is perceived the same way it was conceived. One of the major causes of a gap in crisis communication is the fact that clarity is not being prioritised. With this in view, it is no wonder effective business communication requires clarity in the message. Therefore, this study looked at clarity as *the process of being lucid and not ambiguous in communicating such that the message is understood as it was conceived*.

In the seven C’s of effective communication, clarity is the first item on the list because it is the most important part of good communication. According to Jabeen et al. (2015), “for message to be effective, it should be clear with no ambiguity”. Consequently, when thoughts and ideas are not clear, the essence of communicating it becomes defeated and as such the audience becomes lost in the ambiguity of the idea. Therefore, it is imperative to keep the number of ideas in your sentences to a minimum, and avoid anything that distorts the message. Use only facts and figures in communicating the crisis situation to your public and do it repeatedly. The essence is to ensure that it has been absorbed and understood correctly by the public. The choice of words is also critical to communicating crisis situations because the words determine how stakeholders will perceive the crisis situation.

Transparency

Transparency is a worldwide issue discussed both by large and small organizations. Literally communicating transparently means to be open and honest on the message communicated to the public. Although, transparency means a lot of things to different people, scholars have expanded the meaning of transparency by shifting its definition from a means of fighting corruption to a way of encouraging open decision-making, public disclosure, and increased accountability (Schleifer et. al., 2019). In the same vein, Liu et al. (2015) described it as the perceived quality of intentionally shared information. Additionally, According to Transparency International (2015) transparency is a way of letting out right

plans, rules, processes and actions related to the organization to its public and internal stakeholders. Therefore, this study looked transparency as *a process of communicating with utmost honesty organizational goals, situations (crisis) and operation with the public with a view to keep them informed.*

Abun et al. (2020) posited that transparency leads to profitability or corporate performance. Similarly, O’neill (2006) pointed out that transparency is used to deter corruption and correct poor organizational performance. Therefore, Transparency has become not only a tool for fighting corrupt practices by organizations and government but it is a critical mechanism for communicating crisis situation used by organization to its public. During the period of the introduction of a new currency in Nigeria, most banks did not communicate transparently and this is affected operational performance. They told the public that there is no cash but were still giving out cash to POS operators and some others whom they tagged special. And because of this act, the public became very angry and took to violence which caused operational disruption that metamorphosed to poor performance. But this would have been avoided if only they were honest enough to stick to the idea of no cash which they already sold to the public. Therefore, in communicating crisis situation, organizations must strive to be as transparent as possible by not just sharing information, but also ensure that information is correct, relevant and honest.

Prompt Response

Coombs (2007) opined that a crisis prompt response strategy is a form of crisis communication that focuses on how organizational responses are presented to the public and how these messages are narrated to repair the reputation of the organization. Thus, the time an organization takes to respond during and after crisis define to a large extent how its stakeholders will react to the crisis and perceive the organization’s reputation. Therefore, Prompt response in crisis situation is crucial in determining how stakeholders will perceive the crisis, its image and reputation (Stephens et al., 2005). When organizations respond promptly, it shows high level of responsiveness to customer demands. According to Seeger et al. (2003) responses are usually critical in reducing, offsetting, and containing harm". Thus, prompt response in a crisis situation is most likely to influence operational performance. Therefore, prompt response means *the act of quickly reacting to a crisis situation with clarity and transparency with a view to keep the public informed.*

Prompt response can “either improve or make the crisis situation worse for an organization and its various stakeholders” (Coombs et al., 2010). This is because responding fast is not the only ingredient needed in savaging a crisis situation, but responding promptly with clarity and transparency will definitely remedy the situation. Organization may determine the most appropriate crisis response strategy depending on how people perceive the relationship history with the organization (Coombs, 2007). Research suggests that, when organizations have good relationships with the public, the public is more likely to accept the organizations’ response messages and less likely to attribute crisis responsibility to the organizations (Coombs & Holladay, 2001). Therefore, organizations should have a prompt response strategy already in place as it will allow them respond to crisis situation in event of one.

Operational Performance

There is plethora of definitions as it concerns the concept operational performance and this is because it is not entirely new in the management literatures. According to Chavez et al. (2015), operational performance is the strategic dimensions in which organisations choose to compete. In the same vein, Sharma and Modgil (2020) view it as the foundation of quality practices and the super ordinate performance of organizations. It is also, an avenue to attain the peak of production by doing things differently, promptly, and at lower cost (Russell & Koch, 2009). However, this study looked at the concept operational performance as *a process by which organizations strive to achieve its goals without obstruction to its planned activities or functions with a view to remain in business.*

When organizations operate without obstruction or disruption of any kind, the tendency of achieving their goals and objectives becomes high compared to when operations is being disrupted. According to Salem (2013) operational performance is not just critical but “it is the backbone of organisational

performance. This means that without the operations of organizations going as planned, organizational performance would only be mirage. However,

According to Chavez et al. (2015) cited in Princewill and Umoh (2022) operational performance is the strategic variable that promotes competitive advantage. Empirical evidence has shown that higher levels of operational performance are known to improve effectiveness of production activities, product, services and processes quality (Kaynak, 2008; Chavez et al., 2015). Therefore, organizations in crisis situation pay attention to the kind of strategy the employ in communicating such crisis to their public as these strategies can either improve operations or mar it.

Quality Service

Scholars perceive quality service from a multidimensional perspective. This means that different scholar perceive quality based on their respective expectations about a product. According to Oliver cited in Alamgir and Shamsuddoha (2003) service quality is the difference between actual service performance and expected performance. It is the degree and direction between customer service expectations and perceptions (Newman, 2001). However, this study defined quality service as *the perceived perception of service rendered as opposed to actual expectations*. This means that a service is said to have quality based on certain factors customers look out for in a service rendered.

Despite these individualistic views about quality service, there seem to be some common factors that cannot be overlooked which includes; timing, responsiveness, credibility and empathy amongst other factors. According to Princewill and Umoh (2022) Quality as a major facet of operational performance entails doing the right things according to specification and customers' satisfaction. According to Sylva (2020), higher quality results in higher loyalty, market share, revenues and user satisfaction. Therefore, when organizations communicate crisis situations in a clear, transparent and prompt manner, operational performance will most likely be triggered which is expressed in terms of quality service, customer retention and most especially leads to competitive edge. "Service quality is one of the critical success factors that influence the competitiveness of an organization" (Shrestha, 2011).

Customer Retention

Customer retention according to Kotler (2008) deals with how organizations are able to maintain existing customers based on establishing good relationship with those who buy their product. In this era of high competitive business environment, customer retention is one of the measure concerns of organizations. Therefore, according to Artha et al. (2022) there is need to explore it and to find out development up to date. With this in view, Ranaweera and Neely (2003) viewed customer retention as the propensity of the customer to stay with their service provider. Deducing from this view, this study defined customer retention as *the process by which customers remain with an organization based on perceived values*. This means that customers stick with organizations because of certain things organizations are doing right that they derive value from which metamorphose into trusting the organization. And because they trust the organization, they will stick with them. Therefore, when organizations communicate crisis situations swiftly, clearly and transparently to their stakeholders, these stakeholders feel loved and a strong sense of being part of the organization and as such they will continue to patronize the organization.

METHODOLOGY

The study adopted a quasi-experimental research design using a cross – sectional survey approach. The population of the study consisted of management staff of the 21 deposit money banks in Rivers State as released by the Central Banks of Nigeria (CBN, 2020). Three management staff were studied across each of the deposit money banks; branch manager, head of corporate communication and head of operations from each of the twenty one (21) Deposit Money Banks in Rivers State. A total of sixty three (63) management staff were derived. However, owing to the relatively small population, a census was adopted. Therefore, 63 management staff of the 21 deposit money banks were studied. Data were analysed with Spearman Rank Correlation Coefficient. Below was the formula. A total of sixty three (63) copies of questionnaire were administered randomly to the managers of the Deposit Money Banks

in Rivers State. However, only 45 copies were retrieved. Therefore, 45 copies of questionnaire were used for the analysis.

RESULTS

Table 1: Correlations between Clarity and Service Quality

			Clarity	Service Quality
Spearman's rho	Clarity	Correlation Coefficient	1.000	.632**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Service Acceptance	Correlation Coefficient	.632**	1.000
		Sig. (2-tailed)	.000	.000
		N	45	45

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

Source: Research Data 2022, (SPSS output version 21.0)

From the result in the Table 1, the correlation coefficient shows that there is a positive relationship between clarity and service quality of Deposit Money Banks in Rivers State. The correlation coefficient 0.632 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between clarity and service quality of deposit money banks in Rivers State.

Table 2: Correlation between Clarity and Customer Retention

			Clarity	Customer Retention
Spearman's rho	Clarity	Correlation Coefficient	1.000	.800**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Increased Patronage	Correlation Coefficient	.800**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

Source: Research Data 2022, (SPSS output version 21.0)

From the result in the Table 2, the correlation coefficient shows that there is a positive relationship between clarity and customer retention of deposit money banks in Rivers State. The correlation coefficient .800 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between clarity and customer retention of money deposit banks in Rivers State.

Table 3: Correlation between Transparency and Service Quality

			Transparency	Service Quality
Spearman's rho	Transparency	Correlation Coefficient	1.000	.863**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Service Acceptance	Correlation Coefficient	.863**	1.000
		Sig. (2-tailed)	.000	.000
		N	45	45

Source: Research Data 2022, (SPSS output version 21.0)

From the result in the Table 3, the correlation coefficient shows that there is a positive relationship between transparency and service quality of deposit money banks in Rivers State. The correlation coefficient 0.863 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the

variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between transparency and service quality of deposit money banks in Rivers State.

Table 4: Correlation between Transparency and Customer Retention

			Transparency	Customer Retention
Spearman's rho	Transparency	Correlation Coefficient	1.000	.826**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Customer Retention	Correlation Coefficient	.826**	1.000
		Sig. (2-tailed)	.000	.000
		N	45	45

Source: Research Data 2022, (SPSS output version 21.0).

From the result in the Table 4 the correlation coefficient shows that there is a positive relationship between transparency and customer retention of deposit money banks in Rivers State. The correlation coefficient 0.826 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between transparency and customer retention of deposit money banks in Rivers State.

Table 5: Correlations between prompt response and service quality

			Prompt Response	Service Quality
Spearman's rho	Prompt response	Correlation Coefficient	1.000	.523**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Service Acceptance	Correlation Coefficient	.523**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

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

Source: Research Data 2022, (SPSS output version 21.0)

From the result in the Table 5, the correlation coefficient shows that there is a positive relationship between prompt response and service quality of deposit money banks in Rivers State. The correlation coefficient of .523 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between prompt response and service quality of deposit money banks in Rivers State.

Table 6: Correlation between Prompt Response and Customer Retention

			Prompt response	Customer Retention
Spearman's rho	Prompt response	Correlation Coefficient	1.000	.580**
		Sig. (2-tailed)	.000	.000
		N	45	45
	Increase patronage	Correlation Coefficient	.880**	.891**
		Sig. (2-tailed)	.000	.000
		N	45	45

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

Source: Research Data 2022, (SPSS output version 21.0)

From the result in the table 1.6, the correlation coefficient shows that there is a positive relationship between prompt response and customer retention of deposit money banks in Rivers State. The correlation coefficient .580 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected

and the alternate accepted. Thus, there is a significant relationship between prompt response and customer retention of deposit money banks in Rivers State.

DISCUSSION OF FINDINGS

The findings revealed that there is a significant and positive relationship between crisis communication strategies and operational performance of deposit money banks in Rivers State. The study findings also revealed that there is a significant positive relationship between clarity and the measures of operational performance of deposit money banks. This finding agrees with the assertions of Forssbeck and Oxelheim (2014) that clarity is vital in all forms of communication whether it is written or speech. The study revealed that there is a significant relationship between transparency and the measures of operational performance of deposit money banks.

The findings agree with the postulation of O'neill (2006) that transparency is used to deter corruption and correct poor organizational performance. Lastly, the study findings revealed that prompt response has a significant relationship with the measures of operational performance odd deposit money banks. Prompt response in crisis situations is crucial in determining how stakeholders will perceive the crisis, its image and reputation (Stephens *et al.*, 2005). Additionally, As Gibson (2012) puts it; crisis is usually the result of management failure to respond appropriately to an issue, emergency or accident that requires a timely response or communication.

CONCLUSION AND RECOMMENDATIONS

This study concluded that crisis communication strategies such as clarity, transparency and prompt response relates with operational performance of deposit money banks in Rivers State. Therefore, there is a significant relationship between crisis communication and operational performance of deposit money banks in Rivers State. Based on the findings and conclusion, the following recommendations were made:

- i. Management of deposit money banks should encourage clarity in communicating crisis situation to its stakeholders as it has been found to trigger operational performance expressed in terms of quality service and customer retention.
- ii. Management of deposit money banks should be transparent in communicating crisis situation to its stakeholders as it has been found to trigger operational performance expressed in terms of quality service and customer retention.
- iii. Management of deposit money banks should encourage prompt response in communicating crisis situation to its stakeholders in event of a crisis as it has been found to trigger operational performance expressed in terms of quality service and customer retention.

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