

CONTINUOUS FEEDBACK SYSTEM AND EMPLOYEE PRODUCTIVITY OF DEPOSIT MONEY BANKS IN RIVERS STATE, NIGERIA

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ABSTRACT

This study investigates the influence of continuous feedback system dimensions—specifically feedback frequency and employee participation rate—on employee productivity within deposit money banks (DMBs) in Rivers State, Nigeria. A cross-sectional survey design was adopted to collect quantitative data from a purposively selected sample of 18 out of 21 licensed DMBs in the state, based on criteria such as operational longevity and workforce size. Using Taro Yamane's formula, a sample size of 145 senior-level managers was determined, from which 126 valid responses were obtained (86.9% response rate). Structured questionnaires, organized around the key constructs and rated on a five-point Likert scale, were administered to capture respondents' experiences with continuous feedback systems and perceptions of productivity. Data were analyzed using Pearson Product-Moment Correlation to accommodate the ordinal nature of the variables and the non-parametric characteristics of the data. The results reveal a statistically significant moderate-to-strong positive relationship between feedback frequency and employee productivity ($p = 0.528$, $p < 0.001$), as well as a strong positive relationship between participation rate and employee productivity ($p = 0.763$, $p < 0.001$). These findings indicate that both regular feedback provision and active employee involvement in the feedback process significantly enhance job performance, engagement, and accountability. The study contributes to the growing empirical literature advocating for real-time, participatory performance management frameworks, particularly in dynamic and competitive organizational contexts such as the Nigerian banking sector. It concludes that institutionalizing continuous feedback mechanisms can serve as a strategic tool for improving workforce productivity and organizational effectiveness. Based on the findings, the study recommends that banks adopt structured feedback systems, encourage active employee participation, and leverage digital tools to optimize feedback delivery and performance outcomes.

Keywords: *Continuous feedback system, employee productivity, deposit money bank, feedback frequency, participation rate.*

INTRODUCTION

Effective communication and continuous feedback are increasingly recognized as critical drivers of employee productivity in modern organizational practice. As organizations navigate the complexities of a dynamic business environment, especially within knowledge-intensive sectors such as banking, the need for agile performance management mechanisms becomes more pressing. Continuous Feedback Systems (CFS) have emerged as pivotal tools not only for reinforcing desired employee behaviors but also for fostering development, engagement, and goal alignment (Aguinis, 2019; Pulakos et al., 2020).

Unlike traditional annual performance appraisals that often suffer from time lags and limited developmental value, CFS emphasize real-time, iterative, and collaborative feedback exchanges. This approach enables employees to receive actionable insights regularly, facilitating a proactive rather than reactive performance culture (Budworth & Khan, 2021). Research indicates that such systems can enhance motivation, accountability, and a sense of ownership among employees, contributing significantly to overall organizational productivity (Rock, Halpern & Rea, 2021).

In the context of Nigeria's banking sector—a cornerstone of the national economy and a highly competitive industry—the adoption of effective performance management practices is crucial. This is particularly salient in commercially dynamic regions such as Rivers State, where economic activities demand high employee responsiveness, innovation, and service quality (Okon & Effiong, 2021; Odiaka & Olokundun, 2023). Within this regional and sectoral context, continuous feedback mechanisms are not merely tools for individual performance optimization; they are strategic imperatives for organizational agility and sustainability.

Despite the proliferation of digital platforms and modern human resource management technologies, a significant number of banks in Nigeria continue to depend on conventional, annual performance appraisal systems. These systems are often retrospective, bureaucratic, and insufficiently responsive to the fast-paced and complex realities of today's workplace (Eze & Adebayo, 2022). By failing to provide real-time, actionable feedback, such outdated systems risk creating information lags that may lead to unaddressed performance issues, employee disengagement, and missed developmental opportunities (Onah & Olayemi, 2023).

One of the major drawbacks of traditional appraisal methods is their inability to support continuous performance dialogue. In contrast, contemporary organizations globally are shifting toward continuous feedback systems (CFS)—platforms that support frequent, two-way communication aimed at timely course correction, recognition, and developmental planning (Pulakos et al., 2020). These systems enhance transparency, accountability, and employee ownership of performance outcomes, especially when feedback is delivered constructively and regularly (Budworth & Khan, 2021; Rock et al., 2021).

In the context of Rivers State, a key commercial hub in Nigeria, banks are under increasing pressure to remain competitive by leveraging their human capital efficiently. However, many banking institutions in this region have not institutionalized continuous feedback frameworks, resulting in a disconnect between employee expectations and managerial support structures (Odiaka & Olokundun, 2023). This misalignment may adversely affect employee motivation, adaptability, and productivity, particularly in high-demand roles that require real-time responsiveness and innovation.

Moreover, limited empirical studies have explored how specific dimensions of continuous feedback—such as feedback frequency (how often feedback is provided) and participation rate (the extent of employee involvement in feedback processes)—directly influence employee productivity in the Nigerian banking sector. The lack of this data presents a critical knowledge gap, especially at a time when organizations must respond to the digitalization of work and heightened employee expectations for development-oriented leadership (Anseel et al., 2022; Wang et al., 2021).

This research, therefore, seeks to address this gap by investigating the influence of continuous feedback systems—specifically feedback frequency and participation rate—on employee productivity within selected banks in Rivers State. Understanding these relationships will provide evidence-based insights for optimizing performance management strategies in the sector and may serve as a model for other industries undergoing similar transformation.

Aim and Objectives

The aim of this paper is to examine the relationship between continuous feedback system and employee productivity of deposit money banks in Rivers State, Nigeria. The specific objectives are:

- i. To examine the relationship between feedback frequency and employee productivity of deposit money banks in Rivers State, Nigeria.
- ii. To examine the relationship between participation rate and employee productivity of deposit money banks in Rivers State, Nigeria.

Research Questions

- i. What is the relationship between feedback frequency and employee productivity of deposit money banks in Rivers State, Nigeria?
- ii. What is the relationship between participation rate and employee productivity of deposit money banks in Rivers State, Nigeria?

Research Hypotheses

- HO1: There is no significant relationship between feedback frequency and employee productivity of deposit money banks in Rivers State, Nigeria.
- HO2: There is no significant relationship between participation rate and employee productivity of deposit money banks in Rivers State, Nigeria.

Review of Related Literature

Theoretical Foundation

This study is primarily anchored on Goal-Setting Theory as proposed by Locke and Latham (2002), which remains one of the most influential and empirically supported theories in organizational behavior. According to this theory, specific, measurable, and challenging goals, when paired with timely and constructive feedback, significantly enhance individual and organizational performance. Goals provide direction, focus effort, increase persistence, and foster the development of strategies for goal attainment.

In the context of modern workplaces, particularly in service-intensive sectors like banking, the role of feedback in goal attainment has become even more critical. Continuous Feedback Systems (CFS) directly support the tenets of Goal-Setting Theory by ensuring that employees not only understand their performance expectations but also receive ongoing information about their progress. This helps them adjust their behaviors and efforts to align with organizational targets (Locke & Latham, 2019; Budworth & Khan, 2021).

Recent studies reinforce the relevance of this theory in today's digital and hybrid work environments. For example, Anseel et al. (2022) argue that feedback-seeking behavior, which is a core component of goal-directed performance, is strongly associated with psychological empowerment and goal clarity—particularly when employees perceive the feedback as constructive and development-oriented. Similarly, Rock et al. (2021) emphasize the neuropsychological basis of goal-directed behavior, noting that frequent feedback enhances neural engagement with performance goals and fosters higher levels of intrinsic motivation.

Furthermore, the shift toward agile performance management, characterized by real-time goal setting and continuous feedback loops, has revitalized the applicability of Goal-Setting Theory in contemporary organizational settings (Pulakos et al., 2020). Agile systems emphasize shorter performance cycles, constant adjustment of goals, and decentralized feedback mechanisms, all of which align with the theory's emphasis on specificity and adaptability.

In the context of Nigerian banks, particularly in economically active regions such as Rivers State, Goal-Setting Theory provides a valuable lens for understanding how continuous feedback can support employee productivity. In environments where employees are required to meet dynamic performance targets amidst market volatility, the presence of frequent and purposeful feedback not only clarifies expectations but also enables timely performance corrections and reinforces employee engagement (Odiaka & Olokundun, 2023).

Thus, the Goal-Setting Theory not only underpins the conceptual framework of this study but also serves as a practical guide for designing performance management strategies that leverage feedback as a motivational and developmental tool.

Conceptual Framework

The conceptual framework for the study is shown below in figure 1.

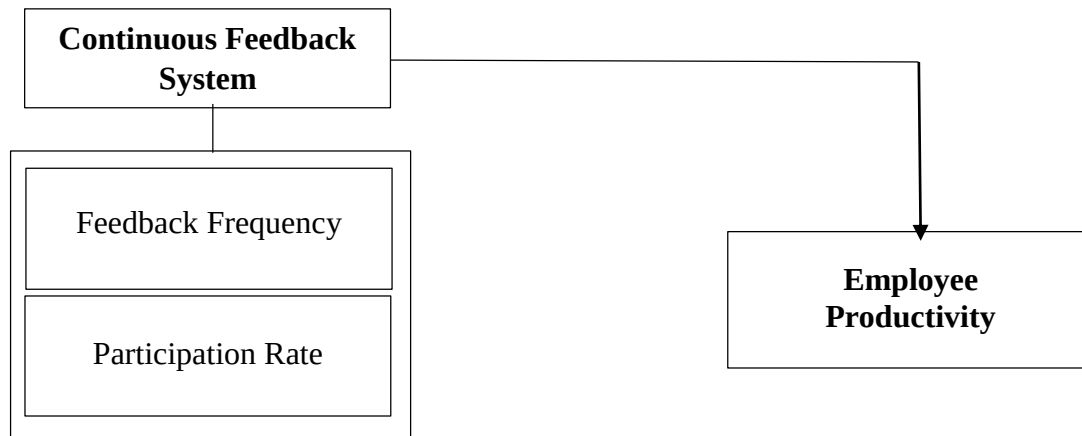


Fig. 1: Conceptual framework of continuous feedback system and employee productivity conceptualized by the Researchers (2025).

Concept of Continuous Feedback System

Continuous Feedback Systems (CFS) refer to structured mechanisms that facilitate ongoing, real-time, and two-way communication between supervisors and employees. These systems are designed to provide timely guidance, recognition, performance evaluation, and developmental input to foster both individual growth and organizational effectiveness (Pulakos et al., 2015; Budworth & Khan, 2021). Unlike traditional performance appraisal models, which are typically retrospective and conducted annually or biannually, CFS emphasize iterative, agile, and dialogic interactions that enable employees to make immediate behavioral adjustments and maintain alignment with organizational objectives.

The core philosophy of continuous feedback lies in its focus on proactivity, transparency, and collaboration. Effective CFS enable employees to receive not only corrective input but also positive reinforcement, helping to build motivation, role clarity, and a sense of progress. Moreover, when implemented strategically, continuous feedback fosters a culture of accountability and psychological safety—key drivers of innovation, productivity, and retention (Rock et al., 2021; Anseel et al., 2022).

With the digital transformation of work, the application of continuous feedback has evolved beyond face-to-face interactions. Organizations increasingly leverage digital platforms and performance management tools—such as real-time dashboards, peer feedback apps, and integrated communication systems—to streamline feedback delivery and ensure it is frequent, objective, and easily accessible (Wang et al., 2021). These technologies enhance managerial agility and empower employees to take ownership of their development in real time, making feedback a continuous loop rather than a periodic event.

In high-performance environments such as the banking sector, continuous feedback is particularly critical. Banks operate in fast-paced, customer-driven contexts where service quality, regulatory compliance, and operational efficiency are directly tied to employee performance. In Nigeria, where banks face increased competition, digital disruption, and changing workforce expectations, implementing continuous feedback systems has become a strategic imperative (Eze & Adebayo,

2022; Odiaka & Olokundun, 2023). Through frequent feedback and recognition, employees remain more engaged, responsive, and aligned with institutional goals.

Furthermore, recent studies suggest that continuous feedback contributes significantly to employee engagement, goal achievement, and learning agility—especially when the feedback is specific, timely, and tied to personal and team goals (Fitzgerald et al., 2021; London & Smither, 2022). When feedback is co-created through active dialogue rather than top-down instruction, it enhances employee participation and self-regulation, both of which are central to sustained performance.

In summary, the concept of continuous feedback systems reflects a paradigm shift in performance management—from static evaluations to dynamic, real-time coaching. By reinforcing a culture of open communication and continuous improvement, CFS enable organizations, particularly in sectors like banking, to remain competitive and responsive in the face of ongoing change.

Feedback Frequency

Feedback frequency refers to the regularity with which performance-related input is delivered to employees by supervisors, peers, or digital systems. In the context of continuous feedback systems, frequent feedback is not only a marker of managerial attentiveness but also a catalyst for agile learning, real-time performance adjustments, and sustained engagement (Pulakos et al., 2020). High-frequency feedback allows employees to correct errors early, reinforce effective behaviors, and better align with organizational expectations. While earlier literature (e.g., Boud & Molloy, 2013) emphasized the formative value of regular feedback in academic and developmental settings, recent workplace research has reaffirmed that frequent, well-structured feedback improves cognitive focus, motivation, and psychological engagement, especially in knowledge-based and client-facing sectors (Anseel et al., 2022; London & Smither, 2022). Notably, frequent feedback contributes to goal clarity and perceived managerial support, two important predictors of employee productivity in fast-paced industries such as banking (Budworth & Khan, 2021).

Moreover, digital performance management platforms have made it easier to institutionalize regular feedback through prompts, dashboards, and real-time data sharing, thereby enabling supervisors and employees to engage in micro-feedback loops—short, specific, and behavior-focused conversations that drive continuous improvement (Rock et al., 2021; Wang et al., 2021). In summary, feedback frequency is not merely about how often feedback occurs but about embedding feedback into the day-to-day fabric of work, making it an adaptive and continuous learning mechanism.

Participation Rate

Participation rate refers to the degree to which employees are actively involved in the feedback process—not only in receiving feedback, but also in giving, seeking, and acting upon it. This multidimensional involvement enhances ownership of performance outcomes and supports the development of a feedback culture that is collaborative, growth-oriented, and psychologically safe (London & Smither, 2022; Anseel et al., 2022). High participation rates reflect environments where feedback is not imposed but co-constructed, encouraging employees to become proactive agents in their development. In such settings, feedback becomes a dialogue rather than a monologue, fostering mutual understanding and stronger interpersonal trust. Employees who participate actively are more likely to internalize feedback, reflect on their performance, and translate insights into meaningful behavioral change (Fitzgerald et al., 2021).

Additionally, in diverse and hierarchical work cultures such as those found in many Nigerian banks, employee participation in feedback processes may be constrained by fear of judgment, status dynamics, or communication gaps. Hence, designing systems that promote psychological safety,

inclusivity, and empowerment is critical to improving participation rates (Odiaka & Olokundun, 2023; Eze & Adebayo, 2022). Furthermore, post-pandemic hybrid work arrangements have elevated the need for active employee engagement in digital feedback systems, where asynchronous communication and self-directed feedback seeking have become integral to effective performance management (Wang et al., 2021). In essence, the participation rate is a key metric for assessing not only the reach of a feedback system but also its effectiveness in fostering continuous learning, collaboration, and employee-driven growth.

Concept of Employee Productivity

Employee productivity refers to the effectiveness and efficiency with which an individual carries out assigned tasks and contributes to the achievement of organizational goals. Traditionally measured by the volume of output over a specific period, modern definitions of productivity have evolved to encompass output quality, innovation, time utilization, adaptability, and proactive problem-solving (Amah & Ahiauzu, 2013; Bakker & van Wingerden, 2021).

In contemporary organizational literature, productivity is increasingly viewed as a multidimensional construct. It goes beyond mere task completion to include value creation, cognitive engagement, learning agility, and alignment with strategic objectives (Dysvik & Kuvaas, 2020). Particularly in knowledge-intensive sectors such as banking, where service delivery, accuracy, and client experience are paramount, productivity includes both quantitative indicators (e.g., number of transactions processed) and qualitative indicators (e.g., decision-making quality, customer satisfaction, and regulatory compliance).

Recent studies emphasize that employee productivity is significantly influenced by psychosocial factors, such as work environment, feedback mechanisms, autonomy, digital competence, and perceived fairness (London & Smither, 2022; Anitha & Aruna, 2021). Moreover, the COVID-19 pandemic and subsequent shifts toward hybrid and remote work models have redefined productivity, pushing organizations to focus more on outcome-based performance rather than physical presence or hours worked (Wang et al., 2021).

In the Nigerian banking sector, where digital transformation, regulatory demands, and customer expectations are rapidly evolving, employee productivity is closely tied to real-time performance support systems, continuous learning, and effective leadership communication (Eze & Adebayo, 2022). Here, productivity is not only a measure of individual output but a reflection of an employee's ability to adapt, collaborate, innovate, and respond to changing client and market needs.

Additionally, feedback systems play a crucial role in enhancing productivity by providing the direction, motivation, and performance clarity necessary for sustained contribution. Feedback, when frequent and participatory, helps identify performance gaps, recognize achievements, and align personal efforts with team and organizational priorities (Fitzgerald et al., 2021).

In sum, employee productivity is best understood as a dynamic and context-sensitive construct, shaped by internal capabilities and external support systems. As organizations face increasing pressure to optimize human capital in real time, the integration of continuous feedback with productivity metrics has become a strategic necessity.

Empirical Review

Empirical studies have increasingly validated the importance of continuous feedback mechanisms in enhancing employee performance across diverse organizational settings. In the context of the Nigerian banking sector, Ugwueze and Uzochukwu (2021) provided compelling evidence that real-time feedback systems significantly enhance employee commitment, clarity of expectations, and

execution of job tasks. Their findings emphasized the transformational role of timely, specific, and development-oriented feedback in driving productivity, particularly within fast-paced, service-oriented environments such as banks.

Similarly, Adeniran (2020) investigated the relationship between feedback participation and employee performance among financial institutions and found a strong positive correlation. Employees who actively engaged in feedback processes—either by providing, receiving, or responding to feedback—demonstrated greater job satisfaction, adaptability, and alignment with organizational goals. The study highlighted the importance of creating participatory feedback cultures where employees feel psychologically safe to contribute to and act upon performance dialogue.

Additional findings from Olokundun et al. (2022) underscore that feedback frequency and perceived feedback usefulness are significant predictors of employee discretionary effort and organizational citizenship behavior. Their study, conducted across multiple regions in Nigeria, also indicated that organizations using technology-enabled feedback tools experienced higher performance levels due to enhanced transparency and communication efficiency.

However, despite these promising insights, there remains a notable gap in localized empirical data specific to the banking sector in Rivers State—a commercially strategic and densely populated region. Given the distinct socio-economic, cultural, and operational dynamics of Rivers State, extrapolating national-level findings without regional validation may obscure contextual nuances. For example, factors such as managerial culture, digital readiness, workforce expectations, and communication norms may influence how continuous feedback systems are received and acted upon in local bank branches.

Furthermore, Eze and Adebayo (2022) caution that while national banks adopt digital performance systems, their implementation and impact vary significantly across states due to differences in organizational maturity, infrastructure, and leadership practices. This underscores the need for region-specific investigations to assess the extent to which feedback frequency and participation rates influence employee productivity within Rivers State banks.

In light of the above, this study addresses a critical empirical gap by focusing on the banking industry in Rivers State, seeking to understand how continuous feedback system dimensions—particularly feedback frequency and participation—affect employee productivity. This localized inquiry aims to provide evidence-based recommendations tailored to the unique operational context of Rivers State, thereby supporting both academic understanding and practical improvement in human capital management.

Operational Framework

The operational framework of this study delineates the key constructs of continuous feedback systems—namely feedback frequency and participation rate—and their influence on employee productivity. Drawing from established theories and recent empirical evidence, this framework operationalizes these variables to guide analysis and interpretation in the context of the Nigerian banking sector, particularly within Rivers State.

Feedback frequency refers to how often feedback is provided to employees regarding their performance, behavior, and development. Frequent, timely feedback allows employees to make incremental adjustments to their tasks and strategies, which in turn enhances efficiency, effectiveness, and innovation in the workplace (Bracken et al., 2016; Rock et al., 2021).

Recent studies affirm that high feedback frequency contributes to learning agility, goal alignment, and real-time performance improvement, particularly in fast-paced service sectors such as banking. For instance, Pulakos et al. (2020) found that employees who receive frequent, actionable feedback are more likely to exhibit sustained focus, resilience, and problem-solving capabilities. In environments characterized by rapid regulatory, technological, and customer demands—such as Nigerian banks—frequent feedback provides the necessary behavioral reinforcement and clarity to support high performance (Fitzgerald et al., 2021).

Moreover, Wang et al. (2021) emphasize the role of frequent digital feedback in hybrid and remote work settings, noting that it enhances perceived managerial support, fosters accountability, and strengthens the psychological contract between employees and employers. Thus, feedback frequency acts as a performance catalyst, bridging communication gaps and supporting continuous learning and growth.

Participation rate refers to the extent to which employees actively engage in the feedback process, including giving, receiving, seeking, and acting upon feedback. Active participation fosters a sense of ownership, psychological safety, and commitment to performance goals, as employees perceive the feedback process to be inclusive and developmental rather than punitive (Carless, 2006; London & Smither, 2022).

Post-2020 research suggests that participation in feedback systems is positively correlated with employee engagement, accountability, and discretionary effort (Anseel et al., 2022). When employees feel empowered to contribute to performance conversations, they are more likely to reflect on their work, adopt corrective actions, and proactively pursue development opportunities (Budworth & Khan, 2021).

Furthermore, Olokundun et al. (2022) argue that high participation in feedback systems enhances feedback utility, making the process more effective and tailored to individual development needs. Participation also fosters horizontal collaboration, where peers exchange constructive insights, thereby democratizing performance improvement and embedding a culture of continuous learning.

In the Nigerian context, particularly in Rivers State banks, encouraging employee participation may require intentional feedback structures that promote trust, reduce power distance, and leverage technology to facilitate ongoing dialogue (Eze & Adebayo, 2022). Participation, therefore, is not only a metric of engagement but a driver of behavioral change and productivity optimization. Based on the foregoing, the study formulated the following hypotheses:

- H01: There is no significant relationship between feedback frequency and employee productivity of deposit money banks in Rivers State, Nigeria.*
- H02: There is no significant relationship between participation rate and employee productivity of deposit money banks in Rivers State, Nigeria.*

METHODOLOGY

This study adopted a cross-sectional survey research design to collect quantitative data from participants at a single point in time. The design was considered appropriate due to its ability to provide a snapshot of the relationship between continuous feedback systems and employee productivity within the banking sector in Rivers State. The target population comprised all 21 deposit money banks (DMBs) registered and operational in Rivers State as recognized by the Central Bank of Nigeria (CBN, 2024). Based on purposive criteria—specifically, operational longevity and workforce size—18 banks (representing 85.71% of the total) were selected to participate in the study. This purposive sampling of institutions ensured the inclusion of banks with sufficient organizational maturity and employee base necessary for meaningful analysis. The accessible

population included 215 senior-level managers across the selected banks. Employing Taro Yamane's (1967) sample size determination formula at a 95% confidence level and a 5% margin of error, the appropriate sample size was calculated to be 145 respondents. Following the selection of banks through purposive sampling, simple random sampling was employed to select individual respondents from each bank to ensure equal probability of selection and reduce sampling bias. Primary data were obtained through a structured, self-administered questionnaire, developed in alignment with the study objectives and existing literature. The instrument was organized into four sections: Section A: Demographic characteristics of respondents; Section B: Feedback Frequency; Section C: Feedback Participation Rate and Section D: Employee Productivity. Each construct was operationalized using multiple-item measures rated on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This scaling method was employed to capture the intensity of respondents' perceptions and experiences related to the constructs under investigation. All variables were measured using established scales adapted from prior studies, with necessary contextual modifications to fit the Nigerian banking environment. Returned questionnaires were screened for completeness and validity. Out of the 145 administered questionnaires, 126 were deemed valid and usable, yielding a response rate of 86.9%. Data were coded and entered into SPSS (Version 25) for analysis. To test the hypothesized relationships between the independent and dependent variables, Pearson Product-Moment Correlation was utilized due to the ordinal nature of the Likert-scale responses and the non-parametric characteristics of the data. The statistical significance of relationships was tested at a 0.05 alpha level ($p < 0.05$).

Table 1: Population and Sample Distribution among Selected Deposit Money Banks in Port Harcourt

S/N	DMB	Population	Proportional Sample Size (n = 145)	Questionnaires Distributed (Valid Responses)
1	Access Bank Plc	12	8	7
2	Zenith Bank Plc	14	9	8
3	First Bank of Nigeria Ltd	15	10	9
4	Guaranty Trust Bank Plc	13	9	8
5	United Bank for Africa Plc	13	9	8
6	Fidelity Bank Plc	10	7	6
7	Union Bank of Nigeria Plc	11	7	6
8	First City Monument Bank (FCMB)	10	7	6
9	Stanbic IBTC Bank Plc	9	6	5
10	Ecobank Nigeria	10	7	6
11	Polaris Bank Ltd	9	6	5
12	Keystone Bank Ltd	9	6	5
13	Wema Bank Plc	8	5	4
14	Sterling Bank Plc	8	5	4
15	Unity Bank Plc	8	5	4
16	Titan Trust Bank	7	5	4
17	Providus Bank Ltd	8	5	4
18	Globus Bank Ltd	7	5	4
Total		215	145	126

Source: Central Bank of Nigeria (CBN, 2025); Field Survey, 2025

Data Analysis and Results

Test of Hypothesis 1

HO1: There is no significant relationship between feedback frequency and employee productivity of deposit money banks in Rivers State, Nigeria.

Correlation Result for *Feedback Frequency and Employee Productivity*.

		Feedback Frequency	Employee Productivity
Feedback	Pearson Correlation	1.000	.528**
Frequency	Sig. (2-tailed)	.	.000
	N	126	126
Employee	Pearson Correlation	.528**	1.000
Productivity	Sig. (2-tailed)	.000	.
	N	126	126

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

Source: SPSS 23.0 Data Output, 2025.

Hypothesis 1 (HO1) posited that there is no significant relationship between feedback frequency and employee productivity in deposit money banks in Rivers State, Nigeria. The Pearson correlation coefficient (r) between feedback frequency and employee productivity was calculated as 0.528, with a corresponding p-value of 0.000 (two-tailed). Since the p-value is less than the alpha level of 0.05, the correlation is statistically significant. The correlation coefficient of 0.528 indicates a moderate to strong positive relationship between feedback frequency and employee productivity. This implies that higher frequencies of feedback are associated with higher levels of employee productivity in the banking sector under study. In other words, employees who receive feedback more regularly tend to perform better, likely due to enhanced clarity on performance expectations, timely correction of errors, and motivation fostered by ongoing communication. Given this evidence, the null hypothesis (HO1) is rejected. The data support the alternative hypothesis that feedback frequency positively influences employee productivity in deposit money banks in Rivers State. This finding is consistent with contemporary organizational theory and empirical research, which emphasize that frequent, real-time feedback facilitates continuous learning and performance improvement (Pulakos et al., 2020; Bracken et al., 2016). Moreover, it underscores the practical importance for bank management to institutionalize continuous feedback systems to drive employee effectiveness in a dynamic and competitive banking environment.

Test of Hypothesis 2

HO2: There is no significant relationship between participation rate and employee productivity of deposit money banks in Rivers State, Nigeria.

Correlation Result for *Participation Rate and Employee Productivity*.

		Participation Rate	Employee Productivity
Participation	Pearson Correlation	1.000	.763**
Rate	Sig. (2-tailed)	.	.000
	N	126	126
Employee	Pearson Correlation	.763**	1.000
Productivity	Sig. (2-tailed)	.000	.
	N	126	126

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

Source: SPSS 23.0 Data Output, 2025.

Hypothesis 2 (HO2) posited that there is no significant relationship between participation rate and employee productivity in deposit money banks in Rivers State, Nigeria. The Pearson correlation coefficient between participation rate and employee productivity is 0.763, with a corresponding p-value of 0.000 (two-tailed). Since the p-value is below the conventional alpha level of 0.05, this indicates a statistically significant correlation between the two variables. The correlation coefficient of 0.763 denotes a strong positive relationship, suggesting that higher participation rates in feedback processes are strongly associated with higher levels of employee productivity. This implies that when employees actively engage in the feedback process—whether by giving, receiving, or acting upon feedback—they are more likely to perform their duties effectively, contribute meaningfully to organizational goals, and exhibit improved work outcomes. Consequently, the null hypothesis (HO2) is rejected, and the alternative hypothesis is accepted, confirming that participation rate has a significant positive relationship with employee productivity in the deposit money banks of Rivers State. This finding corroborates theoretical and empirical insights that emphasize employee involvement as a critical driver of workplace performance (London & Smither, 2021; Anseel et al., 2022). It also highlights the practical importance for bank management to foster participatory feedback cultures that encourage active employee engagement, thereby promoting accountability and enhanced productivity.

Discussion of Findings

The primary objective of this study was to examine the influence of continuous feedback system dimensions—specifically feedback frequency and participation rate—on employee productivity in deposit money banks operating in Rivers State, Nigeria. The findings from the data analysis provide compelling evidence in support of both hypotheses tested.

Feedback Frequency and Employee Productivity

Hypothesis 1 (HO1) examined whether feedback frequency significantly relates to employee productivity. The results revealed a moderate to strong positive correlation ($r = 0.528$, $p < 0.001$) between feedback frequency and employee productivity, thereby rejecting the null hypothesis. This implies that employees who receive feedback more frequently tend to demonstrate improved productivity levels. The practical interpretation of this finding aligns with the notion that frequent feedback provides employees with timely insights regarding their performance, enabling rapid course correction, reinforcing strengths, and mitigating weaknesses. The empirical evidence corroborates existing literature emphasizing the dynamic nature of performance management in modern organizations. Pulakos et al. (2020) and Bracken et al. (2016) have argued that real-time, continuous feedback supersedes traditional annual appraisal systems by fostering an environment of ongoing learning and adaptability. Within the competitive Nigerian banking industry, especially in a rapidly evolving commercial environment like Rivers State, these findings underscore the critical importance of establishing continuous feedback channels to sustain and enhance employee effectiveness. Banks that institutionalize frequent feedback are likely to benefit from increased employee motivation, clearer goal alignment, and improved performance outcomes.

Participation Rate and Employee Productivity

Hypothesis 2 (HO2) investigated the relationship between employee participation rate in the feedback process and productivity. The analysis yielded a strong positive correlation ($r = 0.763$, $p < 0.001$), indicating a robust association between active employee involvement in feedback mechanisms and higher productivity. This finding confirms that when employees are meaningfully engaged in feedback processes—whether through giving, receiving, or acting on feedback—they tend to exhibit greater ownership, accountability, and motivation, which translate into enhanced job performance. The significance of participation rate as a determinant of productivity aligns with contemporary organizational behavior theories that recognize employee engagement as a vital

driver of performance (London & Smither, 2021; Anseel et al., 2022). By fostering a participatory feedback culture, banks can cultivate a collaborative atmosphere where employees feel valued and empowered, thereby encouraging proactive performance improvements. This result emphasizes the need for management within Nigerian banks to not only increase the frequency of feedback but also to actively encourage and facilitate employee involvement in feedback dialogues.

Collectively, these findings highlight the dual importance of feedback frequency and participation rate in enhancing employee productivity. For banking institutions in Rivers State and similar contexts, this suggests that continuous feedback systems should be designed not only to provide timely and regular performance information but also to engage employees as active participants in the feedback exchange. Such systems can create a virtuous cycle of communication, development, and performance enhancement, ultimately contributing to organizational competitiveness and sustainability.

CONCLUSION

This study has empirically demonstrated the significant positive impact of continuous feedback system dimensions—specifically feedback frequency and participation rate—on employee productivity within deposit money banks in Rivers State, Nigeria. The findings reveal that frequent feedback enhances employee performance by providing timely guidance and motivation, while active participation in feedback processes fosters ownership, engagement, and accountability among employees. These results reinforce contemporary management theories that advocate for dynamic, two-way communication frameworks over traditional, infrequent appraisal systems. In the context of Nigeria's competitive banking sector, particularly within the commercially vibrant Rivers State, the adoption and institutionalization of continuous feedback systems emerge as critical strategies for enhancing workforce productivity and sustaining organizational effectiveness. The study thereby contributes to the growing body of knowledge emphasizing the role of real-time, participatory feedback in optimizing employee performance and achieving strategic business goals.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are proposed for deposit money banks in Rivers State and similar organizational contexts:

1. **Institutionalize Continuous Feedback Systems:** Banks should formalize mechanisms for regular, timely feedback that allow supervisors and employees to engage in frequent performance discussions beyond annual appraisals. This can enhance clarity, motivation, and prompt corrective actions.
2. **Promote Employee Participation in Feedback Processes:** Organizations must create an inclusive feedback culture that encourages employees to actively participate in giving, receiving, and acting upon feedback. Training programs and communication platforms should be developed to facilitate this engagement.
3. **Leverage Technology for Feedback Delivery:** Adoption of digital feedback tools and performance management software can streamline real-time feedback and enable better tracking of employee development and productivity metrics.

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