

ASSESSMENT OF WORK ENVIRONMENT ON EMPLOYEE JOB PERFORMANCE (A STUDY OF FIRST BANK NIG. PLC, LAGOS STATE)

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ABSTRACT: This paper critically examined the impact of Work Environment on Employee Job Performance, with specific focus on Alaba Branch 1, 2 &3 of First Bank Nig Plc, Lagos-State. This study employed a descriptive survey design. A sample size of 67 respondents was selected using simple random sampling technique of which 67 respondents filled and returned the questionnaire. Data from the questionnaire was analyzed using special software for statistics which is called statistical package for social science (SPSS) version 23. The study found out that there is a perfect positive statistically significant relationship between physical environment and employee's commitment. Also, behavioural factor does statistically significantly affect job satisfaction in First Bank Nigeria Limited, Alaba 1, 2, 3. After the findings of the research it is highly recommended that organizations should improve on their physical environment to increase their employee commitment which will have positive effect on employee performance and output resulting in improved organizational performance.

KEYWORDS: *Work Environment, Work Adjustment Theory (WAT), Behavioral Factor, and Employee Performance.*

I. INTRODUCTION

A work environment can be identified as the place that one works, which means the milieu around people. It is the social and professional environment in which a person is supposed to interact with a number of people. The work environment has a significant impact upon employee performance and productivity. By work environment in this case dealing with those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence the ways those employees perform their job functions when the employees physically and emotionally have the desire to work, then their performance outcomes shall be increased.

Creating a work environment which promotes wellbeing of employees and increase individual performance is viewed as a strategy for enhancing company efficiency and productivity. Employees normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can boost organizational competitiveness (Heath, 2006). Bank institutions make significant investments in designing, building and ultimately recruiting knowledgeable personnel. The Banks immediate work environment in terms of actual physical layout and design of an office is extremely important when it comes to maximizing individual performance. Poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting and excessive noise adversely affect employee performance (Becker, 2002). In addition, incongruent psychosocial factors i.e. the non-physical aspects of a workplace, such as working conditions, social support from supervisor and role incongruity also impacts negatively on employees' performance. The organization of work-life is also now a major consideration in Banks as they attempt to spur exceptionally high performance (Smith, 2010). To institutionalize the right practices in work-life balance, the right policies and programs have to be put in place. Inadvertently, an imbalance between workplace environment factors and employee's needs, abilities and expectations, is being manifested in different banks, prompting diverse reactions.

It is known from worker's view point that the work of organization needs good quality resources to sustain them, but as a result of non-availability of good work environment, the performance of employees is in a

declining state. Most departmental manager in the company pay no attention in accomplishing the departmental set objectives, as to be recognized and promoted at the expense of workers or employee's welfare. These acts of negligence by the managers have gone a long way to reduce worker's performance or morale. The state of affairs in the company has resulted to negative attitude by the employees which is inimical to the progress and accomplishment of the company's set objective.

Objectives of the Study

The purpose of the study is to assess work environment on employee's performance. The specific objectives that will assist in achieving are to:

1. Assess the relationship between physical environments and employee commitment.
2. Examine the influence of behavioral factors on job satisfaction.

Research Hypotheses

For the assessment of work environment on employee's performance in an organization. The following hypotheses are formulated and stated in the null form.

H₀₁: There is no relationship between physical environments and employee's commitment.

H₀₂: Behavioral factors does not have influence on job satisfaction.

II. Literature Review

Concept of Work Environment

Opperman (2002) defines working environment as a composite of three major sub environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers and others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment includes systems, procedures, practices, values and philosophies.

Work environment can be anything that exists around the employee and can affect how he performs his duties. Alex S. Nitisemito (1992) stated that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfortable way.

Kohun (2012) defined work environments as the forces that are currently and continually influencing performance, motivation and employment relationship, which can also be seen as the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work while Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, Brenner (2004) argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity.

Elywood, (1999) stated that work environment includes some factors, which either contributes positively or negatively to achieving maximum employee productivity. The positive or negative factors that contributes to employee's productivity are: temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub environment, but work environment according to Salau 2017, consciously involves the process of ensuring quality of life, improving the degree of satisfaction derived from the work itself, providing opportunities for growth, creating safe and healthy workplaces, increasing creative and critical use of work system initiatives leading to workers effectiveness.

Components of Workplace Environments

There are six factors identified by Kyko have determinants effects on whether workplace environment will be conducive or toxic. These factors are listed thus:

Opaque management: This factor consists of such issues as unclear vision, mission, goals, or objectives; badly defined systems, policies, regulations or rules; ambiguous roles; violated management principles; idle and

inefficiently use of resources; disruption of unity of command; when people get away with cheating or not performing their duty.

Boss: A boss who plays favoritism showing preference for one set of subordinates over others on their functions; a boss who does not give recognition for performance; a boss who claims credit for subordinate's achievement; a boss who censors the good performance of the employee to the higher management; a boss who breaks employee's self-esteem; a boss who fails to give clear instructions and directions; a boss who withholds vital information from the employee where information is vital for the efficient performance of the job; a boss who blames employee if things go wrong; a boss who says one thing and does another; a boss who is not decisive - subsequently employee does not have a sense of direction; a boss who plays "God" with the performance appraisal; a boss who delegates responsibility without the authority to act - curtailing the employee's self-esteem.

Company policies: Win-lose policies, centralization of power, creating privileged groups in the organization, closed door policy, poor fringe benefits, too much red tape.

Working conditions: Hot and noisy working environment, unsafe work conditions, dirty work environment, insufficient resources, old technology, old machinery.

Interpersonal relationships: Unhealthy politicking, lack of cooperation among workers, back stabbing, empire building, rumor mongering, alienation, mistrust, sabotage.

Pay: Pay below the market rate. It may be of interest to further inquire into which of these factors in workplace environments exert more influence or contribute more to job commitment among male and female staff in campus settings.

Overview of Employee Performance

Jalal, (2016) defined employee performance as an assessment of the efficiency and effectiveness of a worker or group of workers but Obdulio, (2014) stated that in actual terms, employee performance is a component which directly affects the company's profits. Performance may be evaluated in terms of job satisfaction that an employee has on specific job role over a period of time. The performance of a given worker will be assessed relative to job description set out for employees doing the same work. It can also be assessed according to the number of units of a product or service that an employee handles in a defined time frame (Jalal, 2016). According to Sharma & Sharma, 2014, the success of an organization relies mainly on the performance of its employees, therefore, employee performance has become an important objective for businesses. Studies have focused on one or two ways to measure employees' performance and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess this performance. According to Sharma and Sharma (2014), employee performance is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker performance. Obdulio (2014) indicated that employees' performance can be evaluated in terms of effectiveness of an employee in executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee's job description. According to Sharma and Sharma (2014), higher performance results in economic growth, higher profitability, and social progress. It is only by increasing performance, employees can obtain better wages/ salaries, working conditions and larger employment opportunities. Jalal (2016) also demonstrated that the alignment of functioning work system to employee productivity is a key contributor to the success of an organization. This alignment as a result would motivate and inspire employees to be more creative, and this ultimately can improve their performance effectiveness to accomplish organizational goals and objectives (Obdulio, 2014, p. 14). The above discussion has clearly discussed the concept of employee performance as it relates to job satisfaction and employees' effectiveness which are key determinants of overall organizational success.

Factors that Affect Employee Performance

There are many factors that affect employee performance at the workplace, either individually and collectively. They can also have either positive or negative impact on employee performance.

Motivation

Dessler (2001) defines motivation as the intensity of a person's desire to engage in some activity. Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be measured in monetary terms e.g. salary and benefits, promotion and disciplinary which has an immediate and powerful effect but does not last long. Intrinsic motivation refers to external factors e.g. responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development but lasts longer since they are concerned with quality of working life. Nel et al. (2001) stated that a motivated person has the awareness of specific goals that must be achieved in specific ways; therefore, his efforts are directed at achieving such goals. According to Mullins (2006) motivation is a key ingredient in employee performance and productivity. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He

added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it.

Organizational Culture

Organizational culture is a system of shared beliefs about what is important, what behaviors are important and about feeling and relationships internally and externally (Purcell et al., 2003). It can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and accepted future organizational behaviors and norms. Bullach et al. (2012) posits that the effects of organizational culture can be summarized as; knowing the culture of an organization allows employees to understand both the organization's history and current methods of operations. Secondly, organization culture can foster commitment to the organization's philosophy and values. Thirdly, organizational culture, through its norms, serves as a control mechanism to channel behaviors towards desired behaviors and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

Organizational Commitment

Organizational commitment is a situation whereby an employee is in line with a specific organization as well as with the goals and wishes to maintain membership in the organization (Robbins and Judge, 2001). Studies have shown relationship between organizational commitment was significantly associated with productivity in Auto Component Industry. Riketta (2002), pointed out that the organizational commitment has a great impact on almost all behaviors related to the organization like; staying with organization, attendance and performance. Organization commitment corresponds with important factors such as improvement of working efficacy, job movement reduction, and more satisfaction both in organizational and professional levels (Elias, 2005). Related studies have shown that higher levels of commitment in employees result in more satisfaction and motivation and decrease the probability of leaving the organization (Huang, 2006). Furthermore, organization commitment probably affects working behaviors of employees such as their observable attitudes, the judgments of ending, and their involvement in professional groups. Organizational commitment corresponds with positive behaviors which are useful for the organization. A committed employee tends to keep on his membership and shows tremendous effort not because of his own advantage but for the belief that he must act in this manner because that is what is expected of him.

Work Environment and Employee Performance

Studies have been carried out on work environment as a factor that determines employee performance, one of which includes Jain and Kaur (2014) with analysis in respect of the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, social needs and their need to stay in the organization. They also analyzed the impact of perception of work environments on employee commitment and turnover in the organization. They concluded that if the employees are provided with enabling work environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate. Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity. Mohsan (2012) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance. Hafiza et al. (2011) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. According to Mbah and Ikemefuna (2012), in their study "effects of working ability, working condition, motivation and incentive on employee's multi-dimensional performance" found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

Theoretical Framework

Many theories have been advanced to explain the link between workplace environment and employee performance. The study is grounded on WAT theory i.e. The theory of Work Adjustment (WAT).

Theory of Work Adjustment (TWA)

Developed by Dawes and Lofquist at the University of Minnesota, 1984 as cited by Obamiro and Kumolu (2019). The theory describes the relationship that exists among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. The environment requires that certain tasks are performed, and the individual brings up the needed

skills to perform the tasks. As an exchange relationship (between the individual and the workplace environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements (Dawes & Lofquist, 1984). The degree to which the requirements of both are met is called correspondence. This is why TWA is also known as Person–Environment Correspondence Theory. The forgoing has implication for this study. Where employees perceive some factors in the physical workplace environment as uncondusive, then such environment may be construed as being unhealthy and unsafe. Hence, for an environment to be perceived as conducive, the Person Environment relationship must be corresponding (i.e. the requirement of person and environment must be met). Where there is a lack of correspondence means that commitment may be affected.

Table 1. Aanalysis of existing literature

Author Year	Target	Methodology	Conclusion
(Gunaseelan & Ollukkaran, 2012)	Investigated working environment factors which influence employee performance	Sample size (100) random sampling 5 points Likert scale Data collected through questionnaire	– Adequate promotion opportunity influence performance of employees – Factors, i.e. job security, facility of training, monetary packages, rewards and safe condition of working also influence employee performance
(Naharuddin & Sadegi, 2013)	Examined the impact of factors of workplace	Sample 139 Data collected through questionnaire	–No significant impact of supervisor support was
	environment on performance of employees	–Data Analysis using SPSS	found on employees performance –physical environment factors and job aid have significant influence on performance.
(Imran, Fatima, Zaheer, Yousaf, & Batoool, 2012)	working environment, trans-formational leadership	– Sample 215, – Data collected using questionnaire – Data Analysis SPSS	– The conclusion resulted that work environment and transformational leadership have significantly positive impact on employee performance.
(Mokaya, Musau, Wagoki, Karanja, 2013)	Focuses on Kenya & hotel industry and have checked the influence of working conditions on job satisfaction	– Explanatory Resaech – Stratified sample (n = 84) – Survey Method – Data Analysis using SPSS	– For improving employees working skill, there must have development provision and opportunities for training from management to employees.
(McGuire & McLaren, 2009)	Physical environment have impact on employee commitment	– Sample size (65) – Data collection tool – Questionnaire –Data Analysis – SPSS	– The study determined that for increasing the employee’s commitment, with other physical environment working factors employees wellbeing needs to be measured

(Shahzad et al., 2013)	Cultural Influence on Employee Performance	– Sample Size (110) – Data collection through questionnaire – Data Analysis using SPSS	– organisation culture has significantly affects employee performance.
(Leblebici, 2012)	Explored the workplace condition's impact on employee performance	– Questionnaire was used for data collection – Sample size (50)	– The study result revealed that unhappy employees due to the environment of work, have not better remarkable satisfactory results.

Source: Adapted from Iqra Hafee, Saba Hafee, Rafiq Mansoo & Khaliq ur Rehman Cheema(2019).

3. Methodology

A descriptive research design was used in this study. The target population of this study comprises of the general staff of First Bank Nig Ltd, Alaba Branch 1, 2 and 3, Lagos State. Thus, Role of Work Environment on Job Performance of an employee and its application are relevant at this level prompting the choice of the population. However, a sample size of 67 was determined using the simple random technique. This study is expected to produce both quantitative and qualitative data. Once the questionnaires are received they was coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 23. This technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form, Gupta (2004). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data, Kothari(2004). The significance testing was done at 5% level of significance and SPSS was used for this purpose. The data was then presented using frequency distribution tables, bar charts and pie charts for easier understanding

Methodology for Data Analysis:

To make correct analysis of the data we use SPSS software in which we make analysis in two parts:

1. Descriptive Analysis:

It is the technique in which we use to generate result in descriptive statistics. It shows percentage, valid percentage and cumulative percentage.

2. Correlation:

The Pearson's correlation is used to find out the relation between at least two variables. The values for correlations are:

0.00 = No correlation

1.00 = perfect/positive correlation

Other factors such as group size will be determined if the correlation is significant. Generally, correlation above 0.80 is considered pretty high.

4. Data Presentation and Analysis

Frequency Table of Respondents Opinion

Questions on Physical Environment

Table 4.1: Question 1: My work tools are readily available and in appropriate quantity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	37	55.2	55.2	55.2
SA	30	44.8	44.8	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.1 showed that majority of respondents agreed that work-tools are readily available in the appropriate quantity with a frequency of 37 respondents representing 55.2% of total respondents.

Table 4.2: I receive prompt attention in the repairs of defaulting work instruments

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid N	15	22.4	22.4	22.4
A	13	19.4	19.4	41.8
SA	39	58.2	58.2	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.2 showed that majority of respondents strongly agreed that they receive prompt attention in the repairs of defaulting work instruments with a frequency of 39 respondents representing 58.2% of total respondents.

Table 4.3: My working space area is sufficient and roomy enough to conduct organizational affairs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	32	47.8	47.8	47.8
SA	35	52.2	52.2	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.3 showed that majority of respondents strongly agreed that their working space area is sufficient and roomy enough to conduct organizational affairs with a frequency of 35 respondents representing 52.2% of total respondents.

Table 4.4: My work instruments are properly replaced once lifecycle is over

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid N	15	22.3	22.3	22.3
A	20	29.9	29.9	52.2
SA	32	47.8	47.8	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.4 showed that majority of respondents strongly agreed that their work instruments are properly replaced once lifecycle is over with a frequency of 32 respondents representing 47.8% of total respondents.

Table 4.5: The office where I work has a conducive working environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	47	70.1	70.1	70.1
SA	20	29.9	29.9	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.5 showed that majority of respondents agreed that the office where they work has a conducive working environment with a frequency of 47 respondents representing 70.1% of total respondents.

Questions on Behavioural Factors

Table 4.6: My attitude towards work is likened by my co-workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	30	44.8	44.8	44.8
SA	37	55.2	55.2	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.3.6 revealed that majority of respondents strongly agreed that their attitude to work likened by the co-workers with a frequency of 37 respondents representing 55.2% of total respondents.

Table 4.7: I am emotionally attached to my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid D	15	22.4	22.4	22.4
A	37	55.2	55.2	77.6
SA	15	22.4	22.4	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.3.7 revealed that majority of respondents agreed that they are emotionally attached to their job with a frequency of 37 respondents representing 55.2% of total respondents.

Table 4.8: There is a cordial relationship between me and my co-workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid N	22	32.8	32.8	32.8
A	15	22.4	22.4	55.2
SA	30	44.8	44.8	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.8 revealed that majority of respondents strongly agreed that there is a cordial relationship between them and their co-workers with a frequency of 30 respondents representing 44.8% of total respondents.

Table 4.9: My organization does not give room for nonchalant attitude

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid N	15	22.4	22.4	22.4
A	30	44.8	44.8	67.2
SA	22	32.8	32.8	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021.

Table 4.9 revealed that majority of respondents agreed that their organization does not give room for nonchalant attitude with a frequency of 30 respondents representing 44.8% of total respondents.

Table 4.10: There is high rate of respect from staff to customers in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	54	80.6	80.6	80.6
SA	13	19.4	19.4	100.0
Total	67	100.0	100.0	

Source: Author's Computation, 2021

Table 4.10 revealed that majority of respondents agreed that there is high rate of respect from staff to customers in the organization with a frequency of 54 respondents representing 80.6% of total respondents.

Hypotheses Testing

4.11 Hypothesis One: There is no relationship between physical environments and employee's commitment.

Correlations

		Physical Environment	Employee Commitment
Physical Environment	Pearson Correlation Sig. (2-tailed) N	1 67	.835** .000 67
Employee Commitment	Pearson Correlation Sig. (2-tailed) N	.835** .000 67	1 67

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

The result of the correlation for hypothesis 1 tested above by the reveals that there is a perfect positive relationship between physical environment and employee's performance as obtained by the Pearson correlation of 0.835. The Significant 2-tailed test result shows that $0.000 < 0.05$ which is the study's standard alpha value and reveals that the study highly significantly predicts that physical environment has a perfect positive relationship on employee's commitment in First Bank Nigeria Limited, Alaba 1, 2, and 3 respectively. Hence the null hypothesis is rejected.

4.12 Hypothesis Two: Behavioural factors does not have influence on job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.883 ^a	.779	.776	.23101	2.471

a. Predictors: (Constant), Behavioural Factor

b. Dependent Variable: Job Satisfaction

The model summary as shown in the table above shows the variance in the dependent variable (Job Satisfaction) is explained by the constant (Behavioural Factor). The R square value of .779 expressed as a percentage indicates that 77.9% of the variation in the dependent variable of Job Satisfaction can be explained in the independent variable of Behavioural Factor, with other variables outside the model accounting for the rest 22.1%.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.059	1	12.059	225.977	.000 ^b
Residual	3.415	65	.053		
Total	15.475	66			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Behavioural Factor

The ANOVA table above shows the valuation of the regression model which predicts the dependent variable's significance. The null hypothesis is tested to determine if it is statistically significant. The result of the model in the table above indicates that the regression model statistically significantly predicts the outcome variable since $p < 0.000$ is less than 0.05 and the $F_{\text{observed}} (225.977) > F_{\text{critical}} (3.15)$, therefore, the null hypothesis is rejected and we assert that behavioural factor influences job satisfaction in First Bank Nigeria Ltd, Alaba 1, 2, and 3.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.799	.227		3.511	.001
Behavioural Factor	.819	.054	.883	15.033	.000

a. Dependent Variable: Job Satisfaction

The coefficient table above shows the contribution of the independent variable Behavioural Factor to the dependent variable Job Satisfaction. The study undertakes to compare the contribution of the independent variable Behavioural Factor using the beta coefficient value .819 in the unstandardized coefficient. This means that Behavioural Factor contributes 81.9% to explaining changes in Job Satisfaction in First Bank Nigeria Limited, Alaba 1, 2, 3 respectively with other variables outside the model accounting for 18.1% of these changes.

5. Interpretation of Results and Discussion of Findings

Hypothesis 1 showed that there is a perfect positive statistically significant relationship between physical environment and employee's commitment. Correlation coefficient was conducted on the two (2) variables using SPSS 23.0 and the result revealed that there is a perfect positive statistically significant relationship between physical environment and employee's commitment in First Bank Nigeria Limited, Alaba 1, 2, 3. This finding is consistent with the study of Leblebici, (2012) and McGuire & McLaren, (2009) that found that to increase employee commitment, the physical environment working factors and the employee wellbeing needs to be measured. Their study also revealed that unhappy employees due to environment of work does not have better remarkable satisfaction.

Hypothesis 2 showed that behavioural factor does statistically significantly affect job satisfaction in First Bank Nigeria Limited, Alaba 1, 2, 3. SPSS 23.0 analytical software was used to conduct linear regression model and the resultant ANOVA table revealed that there was statistically significant effect of behavioural factor on job satisfaction in First Bank Nigeria. This finding supports the findings of Naharuddin and Sadegi, (2013) which identified that understanding employee behaviours is vital and essential in ensuring their job satisfaction.

III. Conclusion

The study examined the effect work environment on employees' performance in the banking industry in Nigeria, using First Bank Nigeria Plc, Alaba 1, 2, and 3 Lagos State Nigeria as a scope of study and from findings concludes that all the findings revealed the statistically significant effect of work environment on employees' performance in First Bank Nigeria Plc, Alaba 1, 2, 3. This implies that banks in Nigeria need to try and ensure the work environment is conducive and the internal environment is improved upon to be able to operate effectively and efficiently increase employees' performance. All the findings have revealed positive significance level p value that is $0.000 < 0.05$ which makes it statistically significant for the researcher to reject

the null hypotheses, therefore concluding and asserting that work environment does have a statistically significantly have a positive effect on employees' performance in First Bank Nigeria Plc, Alaba 1, 2, 3. From the foregoing, it can therefore be concluded that the better the quality of work environment and its corresponding internal indicators are put in place by the organization, the more likely the organizations will attain effective and efficient employee performance in First Bank Nigeria Plc.

Recommendations

1. That organizations should improve on their physical environment to increase their employee commitment which will have positive effect on employee performance and output resulting in improved organizational performance.
2. That organizations should ensure better behavioral factors to ensure employee job satisfaction. These behavioral factors have been found to favorably promote employee performance in organizations that encourages it, leading to increased employee performance.
3. That training and development does increase employee performance. Training and development have when properly planned and executed will increase employee morale, behavior, commitment. This will aid employee efficiency and effectiveness.

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