

## Work Environment and Performance of Deposit Money Banks in Rivers State

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**ABSTRACT :** This study examined the relationship work environment and organizational performance of Deposit Money Banks in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population of the study is 72 managers (4 managers from each) of the 18 Deposit Money Banks operating in Rivers State. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. The findings revealed that there is a significant relationship between work environment and organizational performance of Deposit Money Banks in Rivers State. Therefore, the study concludes that creating a conducive work environment positively enhance performance of deposit money banks in Rivers State. Thus, the study recommends that deposit money banks should prioritize creating a positive work environment that promotes employee well-being, engagement, and productivity. This can be achieved through effective leadership, open communication, reduced workload, fair compensation, and fostering a positive workplace culture.

**KEYWORD:** *work environment, organizational performance, cost minimization, waste minimization, time minimisation*

### I. INTRODUCTION

Positive work behavior has been largely induced by job satisfaction in the Nigerian corporate environment. Any forward-thinking organization that wants to maintain the competitive business climate must pay the necessary attention to employee job satisfaction since it functions as an urge that promotes productivity among the workforce. According to Ugwa, Muhammad, and Ugwa(2014) a happy workplace is a factor in determining an individual's well-being since it helps workers decide whether to leave or stay with a given company.

A work environment is defined as the psychological and physical conditions of an office that influence commitment, efficiency, and employee satisfaction. Particularly in the health-care sector, which is plagued by constant strike actions due to the inadequate work environment, a favorable work environment plays a crucial role in encouraging employees' job satisfaction. Such a physical and psychological environment establishes the working circumstances, employee rights, employee voice, safe working conditions, cooperative team members, and pleasant supervisor, among other things (Akinwale, 2019). It includes the work spectrum and the context spectrum. All the characteristics of occupations and task activities, such as training, autonomy, feeling of achievement while working, a diversity of tasks, and internal value for tasks, are included in what is referred to be work. Context is the other factor affecting the work environment and employees' satisfaction. It consists of the physical workspace and the interpersonal working environment (Baah& Amoako, 2011). According to Edem, Akpan, &Pepple(2017) a positive work environment includes recognition for best efforts and performance, employee safety, job security, strong working relationships among staff members, and effective participation in organizational decision-making processes. According to Adegoke, Atiyaye, Abubakar, Auta (2015), when workers recognize that their organization values them highly, they are more likely to show a higher level of commitment and a sense of ownership at work.

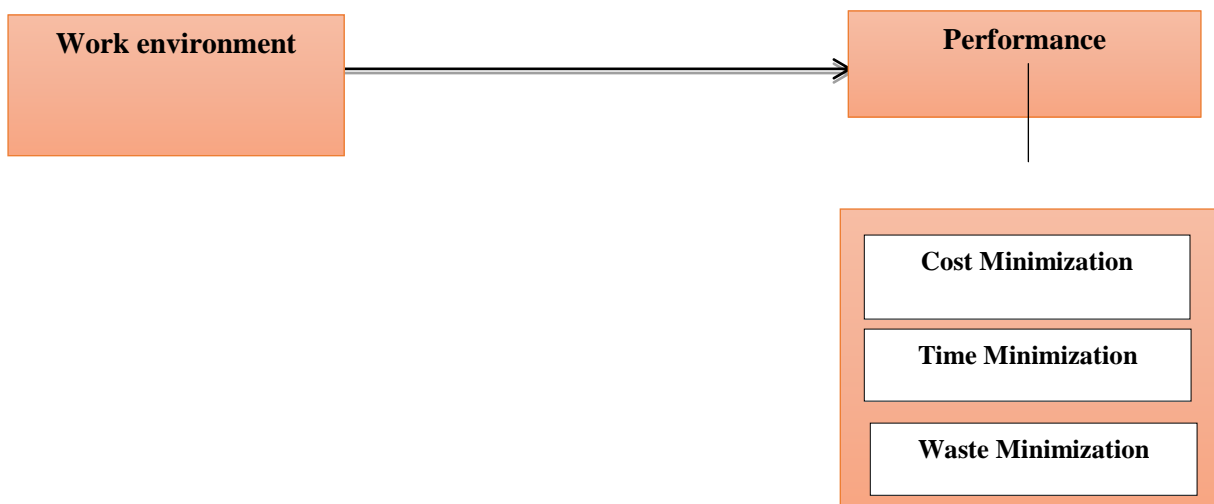
The work environment can have a significant impact on organizational performance. A positive work environment can lead to higher levels of employee satisfaction, engagement, and productivity, while a negative work environment can lead to lower morale, higher turnover rates, and decreased productivity (Swai&Tieng'o, 2022). Organizations that prioritize creating a positive work environment often invest in employee development,

provide opportunities for employee feedback and communication, and foster a culture of inclusivity and diversity. These organizations may also prioritize work-life balance and provide employees with flexible schedules or remote work options. In contrast, organizations with a negative work environment may have high levels of stress, limited opportunities for growth and development, poor communication, and low employee morale. This can lead to increased absenteeism, turnover, and decreased productivity.

The impact of a positive work environment on organizational performance is significant and cannot be overstated. According to a study conducted by Chandrasekar (2011) a positive work environment was strongly associated with higher overall organizational performance. This was due to the fact that a positive work environment was linked to higher levels of employee engagement and job satisfaction, two factors that are known to be associated with increased productivity and performance. Specifically, employees in the study who reported a positive work environment were found to be more likely to perform better on tasks, be more creative and innovative, and be more likely to stay with the company for longer periods of time. This is likely due to the fact that when employees feel supported and respected in their work environment, they are more likely to be motivated and productive. In addition, a positive work environment allows for increased collaboration among team members, which can lead to increased creativity and productivity. Ultimately, this study reinforces the idea that creating a positive work environment is a critical component of ensuring organizational success.

The purpose of this paper therefore was to examine the relationship between work environment and organizational performance of Deposit Money Banks in Rivers State. The specific objectives of the study were:

- i. Examine the relationship between work environment and cost minimization of Deposit Money Banks in Rivers State?
- ii. Determine the relationship between work environment and time minimization of Deposit Money Banks in Rivers State?
- iii. Investigate the relationship between work environment and waste minimization of Deposit Money Banks in Rivers State?



**Figure 1:** Conceptual model for the relationship between work environment and organizational performance.

**Source:** Desk Research (2023)

## II. LITERATURE REVIEW

### Theoretical Foundation

#### Social Exchange Theory

Social Exchange Theory (SET) identifies the conditions under which people feel obligated to reciprocate when they benefit from some person's or some organizations actions. The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behaviour, organizational citizenship behaviour and extra role performance (Lambert & Waxman, 2005). SET explains how successful relationships can be modelled using attraction, communication, expectation formation and norm development, to induce and maintain commitment (Gundlach, Achrol & Mentzer, 1995). Specifically, the influence of QWL on the organization versus employee social exchange is most likely to be evidenced in their aggregate use, perceived availability and value. These efforts provide fresh evidence that the basic tenets of SET hold in the workplace that positive beneficial actions directed at employees by the organization or its representatives contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive beneficial ways (Cropanzano & Mitchell, 2005). Further, positive relationships between the employee and the organization can help generate favourable outcomes such as organizational commitment, faster career progression, job satisfaction and organizational citizenship behaviours.

This concept is argued out by Ployhart and Moliterno (2011) that benefits from the work life initiatives are not constant as some employees may value the same benefits differently hence incurring different obligations to the organization. They may also vary on how they find the initiatives useful to them personally, in terms of helping their family members or professionally. The more useful they find the benefits provided, the more they should want to give something extra back to the firm (Wright & McMahan, 2011).

### **Work Environment**

Pelealu, Saerang and Wangke(2022)defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Ng, Hong, Woo, Lim and Wong (2019) 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, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Onwuzuligbo and Nwobodo(2022)defines working environment is 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, 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 include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

Ismail et al. (2010) opine that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment 8 factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Oluwunmi&Gbarayeghe, 2022). The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance.

### **Organizational Performance**

Organizational performance is defined as an analysis of a company's performance as compared to goals and objectives (Mukhtar, Kazmi, Muhammad, Jamil, & Javed, 2022). The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Githui, 2022). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Oguh and Onaghise(2023) organizational performance encompasses three specific areas of firm outcomes, financial performance such as profits, return on assets and return on investment), product market performance such as sales, market share and shareholder return measure through total shareholder return and economic value added.

Organizational performance is therefore the ability of an organization to fulfil its mission through sound management, strong governance and a persistent rededication to achieving results. Tantua and Udoro(2023) proposed that firms delivering services must broaden their examination of productivity from the conventional company-oriented perspective to a dual company-customer perspective. This broadened approach can help reconcile conflicts or leverage synergies between improving service quality and boosting service productivity (Tantua&Udoro, 2023). This research considers organization performance relative to the competition from multiple organizational perspectives including quality, productivity, market share, profitability, return on equity, and overall firm performance. Other non-financial measure of performance such as increase in customer base, market share increase, quality service delivery and increase in firm branch networks (Geib&Boenigk,2022).

Performance is a measure of results achieved by individual, group, and organization. Organization performance is defined as a continuous and action oriented with focus on improving performance by using objective, standards, appraisal, and feedback (Ababnch, 2008). Organizations performance comprises the actual output or

results of an organization achievement as measured against its intended goals and objectives. Organizations adopt performance measurement because it creates accountability, provides feedback to operations, and result in more effective planning, budgeting and evaluation (Tantua&Udoro, 2023).

### **Measures of Organizational Performance**

#### **Cost Minimization**

According to Biadacz(2022)cost minimization focuses on cost reduction and continuous improvement and change rather than cost containment. The term cost reduction could be used instead of cost optimization. Whereas traditional cost control systems are routinely applied on a continuous basis, cost optimization tends to be applied on an ad hoc basis when an opportunity for cost reduction is identified. Cost minimization consists of those actions that are taken by managers to reduce costs, some of which are prioritized on the basis of information extracted from the accounting system. Although cost optimization seeks to reduce costs, it should not be at the expense of customer satisfaction. Ideally, the aim is to take actions that will both reduce costs and enhance customer satisfaction. Cost minimization can be measured in three ways; maximization of output, minimization of cost, and maximization of profits. In general, optimization is divided into two components (Ibinabo,Jaja &Nwaeke, 2020).

#### **Time Minimization**

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Enenifa&Akintokunbo, 2020). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices. Time minimization is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Tripathy,2020) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010).

#### **Waste Minimization**

Waste is defined by Gobbi (2008) as unnecessary work or holding stocks as a result of errors, poor organization or communication. Contributing to the same, Li &Olorunniwo (2008) focused on the disastrous implication of having wastes in the form of repairs, recalls and image control. On their part, Elmas and Erdogmus (2011) summarize the importance of waste reduction as positive environmental impact, legal compliance, competitiveness advancement and improved customer service. Liu (2008) defines waste minimization as the process and the policy of reducing the amount of waste produced by an entity. This is shared by Wang (2005) who adds that waste reduction involves efforts to minimize resource and energy use during manufacture. For the same commercial output, usually the fewer materials are used, the less waste is produced. Waste reduction usually requires knowledge of the production process and detailed knowledge of the composition of the waste. In any manufacturing process, there will always be wastes and scraps. In Srivastava (2008), waste is further defined as unnecessary work or holding stocks as a result of errors, poor organization or communication, while scrap refers to defective product or material that cannot be repaired, used or sold. Gobbi (2011) found that reasons for the creation of waste sometimes include requirements in the supply chain. For example, a company handling a product may insist that it should be packaged using particular packing because it fits its packaging equipment.

#### **Work Environment and Organizational Performance**

OdulanaHaliso and Okoro (2020)examined the influence of information culture and work environment on employee job performance in Lagos state internal revenue service. A validated survey instrument was tested on 210 employees in Lagos State Internal Revenue Service and showed that information culture positively influenced employee job performance. ( $R = 0.676$ ;  $R^2 = 0.458$ ;  $Adj R^2 = 0.455$ ;  $F(1, 190) = 160.43$ ;  $Sig. = 0.000$ ). Work environment positively influenced employee performance. ( $R = 0.488$ ;  $R^2 = 0.238$ ;  $Adj R^2 = 0.234$ ;  $F(1, 190) = 59.53$ ;  $Sig. = 0.000$ ). The results further revealed that information culture and work environment both have positive influence on employee performance. ( $R = 0.691$ ;  $R^2 = 0.477$ ;  $Adjusted-R^2 = 0.472$ ;  $F(2, 189) = 86.40$ ;  $Sig. = 0.000$ )The study concluded that information culture and work environment plays an important role in enhancing employee job performance in Lagos State Internal Revenue Service.

Akinwale and George(2020) carried out a study on work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. The study used the longitudinal research design to elicit information from the respondents. The research instrument used is a nursing work index scale by Aiken and Patrician which has been established to have a high internal reliability coefficient. The simple random sampling strategy was used to administer the research instrument to 364 nurses. The study used hierarchical multiple regression to analyse the data obtained.his study discovered that all the variables collectively determined nurses job

satisfaction; however, the salary was the most fundamental essential predictor that drive nurses' job satisfaction followed by advancement and promotion. All seven predictors, namely, socio-political climate; administrative and managerial support, autonomy and responsibility, salary, supervision and working condition, recognition and achievement, advancement and promotion, collectively exert positive relationship with nurses' job satisfaction. The study concluded that to retain and prevent turnover intention among nurses, and other health-care workers, the management of hospitals must pay due attention to issues relating to job satisfaction, as this is likely to increase health-care system effectiveness, boost mental and social health of the nurses.

Mburu (2022) examined the influence of work environment factors on transfer of training for public secondary school principals in Nyeri county Kenya .The target population comprised of 226 Principals of public secondary schools. Stratified random sampling technique was used to draw a sample size of 69 respondents to participate in the study. The study used descriptive research design. Structured questionnaires comprising of open and closed-ended questions were distributed to the Principals. Statistical Package for Social Sciences (SPSS) software version 20 was used for onwards analysis of data. Data was analyzed using descriptive tools including averages, percentages, frequency distributions and variability measure. Simple and multiple regression analysis and correlations were used to correlate dependent and independent variables. The study established that management policies had the greatest influence in transfer of training ( $r^2=0.234$ ) followed by job autonomy ( $r^2=0.166$ ), leadership support ( $r^2=0.142$ ), with least being resources support ( $r^2=0.096$ ). Overall relationship between dependent and independent variables was 35.6% ( $r^2 = 0.356$ ). Therefore, variation in transfer of training for Principals in Nyeri County is explained by 64.4% of other factors other than work environment. The regression model ( $F(4,58) = 8.009$ ,  $p = 0.001$ )

From the foregoing discourse, the study hypothesized thus:

**Ho<sub>1</sub>:** There is no significant relationship between work environment and cost minimization of Deposit Money Banks in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between work environment and time minimization of Deposit Money Banks in Rivers State.

**Ho<sub>3</sub>:** There is no significant relationship between work environment and waste minimization of Deposit Money Banks in Rivers State.

### III. METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population of the study was 72 managers (4 managers from each) of the 18 Deposit Money Banks operating in Rivers State. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

### IV. DATA ANALYSIS AND RESULTS

The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0 as shown below:

#### Relationship between Work Environment and the Measures of Organizational Performance

*Table 4.14 Correlations for Work Environment and the Measures of Organizational Performance*

			Work environment	Cost Minimization	Time Minimization	Waste Minimization	
Spearman's rho	Work environment	Correlation Coefficient	1.000	.931**	.805**	.919**	
		Sig. (2-tailed)	.	.000	.000	.000	
		N	67	67	67	67	
		Cost Minimization	Correlation Coefficient	.931**	1.000	.750**	.891**
	Cost Minimization	Sig. (2-tailed)	.000	.	.000	.000	
		N	67	67	67	67	
		Time Minimization	Correlation Coefficient	.805**	.750**	1.000	.813**
		Sig. (2-tailed)	.000	.000	.	.000	
	Time Minimization	N	67	67	67	67	
		Waste Minimization	Correlation Coefficient	.919**	.891**	.813**	1.000
		Sig. (2-tailed)	.000	.000	.000	.	
		N	67	67	67	67	

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

Source: Research Data 2020 and SPSS output version 23.0



**Ho<sub>1</sub>:** There is no significant relationship between work environment and cost minimization of Deposit Money Banks in Rivers State.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between work environment and cost minimization. The  $\rho$  value 0.931 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a very strong correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work environment and cost minimization of Deposit Money Banks in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between work environment and time minimization of Deposit Money Banks in Rivers State.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between work environment and time minimization. The  $\rho$  value 0.805 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a very strong correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work environment and time minimization of Deposit Money Banks in Rivers State.

**Ho<sub>3</sub>:** There is no significant relationship between work environment and waste minimization of Deposit Money Banks in Rivers State.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between work environment and waste minimization. The  $\rho$  value 0.919 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a very correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work environment and waste minimization of Deposit Money Banks in Rivers State.

## V. DISCUSSION

The test of hypotheses one, two, and three in table (4.14), shows that there is a significant positive relationship between Work Environment and Organizational Performance. This implies that when Work Environment is improved in an organization the employee performance also increases. This finding agrees with Kohun (1992), who defined working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. 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, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2002) argued that working environment is 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, 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 include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

## VI. CONCLUSION AND RECOMMENDATION

Therefore, the study concludes that creating a conducive work environment positively enhance performance of deposit money banks in Rivers State.

Thus, the study recommends that deposit money banks should prioritize creating a positive work environment that promotes employee well-being, engagement, and productivity. This can be achieved through effective leadership, open communication, reduced workload, fair compensation, and fostering a positive workplace culture.

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