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Effect of Workplace Environment on the Performance of Selected Deposit Money Banks in Makurdi Metropolis

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Abstract

The study examined the effect of workplace environment on the performance of selected deposit money banks in Makurdi metropolis. More narrowly, the study investigated the effect of workplace environment dimensions of physical environment, technological environment, cultural environment and social work environment on the performance of selected deposit money banks in Makurdi metropolis. The study adopted a survey research and design. A census sampling technique was adopted and data was collected from all 92 employees of the three selected deposit money banks in Makurdi metropolis. Data for the study was analysed using correlation and regression analyses with the aid of the Statistical Package for Social Sciences (SPSS 23) Software. The study revealed a significant effect of physical environment on the performance of selected deposit money banks in Makurdi Metropolis. The study also revealed a positive significant effect of technological environment on the performance of deposit money banks in Makurdi metropolis. The study further revealed a positive significant effect of cultural environment on the performance of selected deposit money banks in Makurdi. Finally, the study revealed a positive significant effect of social work environment on the performance of selected deposit money banks in Makurdi. The study established that physical environment contributes most to the overall performance of selected deposit banks in Makurdi with a beta values of .401 followed by technological environment with the beta values of .396. Cultural came third in terms of contribution with the beta values of .376. Social work environment came forth in terms of contribution to the performance of selected deposit money banks in Makurdi metropolis. The study concluded that workplace environment has a positive significant effect on the performance of selected deposit money banks in Makurdi metropolis.

Keywords: Workplace Environment, Technological Environment, Physical Environment, Cultural Environment, Social Work Environment, Bank Performance

Introduction

In Nigeria, Deposit Money Banks (DMBs) have encountered persistent performance challenges, ranging from declining customer satisfaction and high employee turnover to reduced operational efficiency and suboptimal financial outcomes. While macroeconomic

factors and policy environments have often been blamed, there is growing evidence that internal organizational factors particularly the quality of the workplace environment may play a critical role. Employees in the Nigerian banking sector often work under high-pressure conditions, long hours, and with limited ergonomic and psychological support, which may adversely affect morale, productivity, and overall performance (Ezejiofor & Ezekwesili, 2022).

Every organization, whether large or small, starts their journey with the thought of being successful and its success can be tested by many factors. Notable amongst these factors is the workplace environment which plays a greater role in the efficiency, effectiveness and overall organizational performance. It is obvious that an innovative and conducive work environment will improve teamwork, collaboration, employee commitment and decision outcomes which in return boost the organization's performance. Nowadays, the focus of many employers especially in the banking sector is to create an environment that has encouraging and innovative vibes to assist and inspire workers to work best, smarter, faster, and to think outside the box. A good working environment lightens the mood, helps people to concentrate better, and provides a good working approach for both employees and the employer (Chopra, 2016).

The pursuit of sustainable work environments is driven by the organization's need to remain competitive, improve its performance, and attract and retain competent employees, thereby increasing their loyalty (Tegambwage & Kasoga, 2023; Ashraf, 2020). In this regard, intense competition for attracting and retaining employees has modified work environment settings in most organizations. These modifications include ensuring fair treatment of employees, acquiring modern working facilities, considering labor laws and standards, ensuring the safety and security of employees, providing staff support and career development, and offering better remuneration and related job incentives (Rasheed & Rotimi, 2022; Shi, 2017). Studies established that everything an organization does for its employees, whether ethical or unethical, has a relevant impact on its operations (Israel, 2022; Mwenda et al., 2023). Hostile working environments can damage an organization's long-term goals and reputation, leading to a high turnover rate, frequent absenteeism, loss of highly qualified employees, and deteriorated organizational performance. However, conducive work environments enhance employee job performance, encouraging employees to stay and remain loyal to the organization. It is, therefore, important for organizations to design and create a conducive working environment to achieve job satisfaction, loyalty, retention, and overall sustainable performance (Lelo, 2024).

Workplace environment encompasses the psychological and physical conditions of an office that influence commitment, efficiency, and employee satisfaction. Particularly in the banking sector, which is profit driven, a favorable work environment plays a crucial role in enhancing organisational performance. 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). Workplace environment has been decomposed by various scholars into components of technological environment, cultural environment, physical environment, social work environment, job security and work life factors (Lelo, 2024; Ekanen & Madu, 2024; Akinwale, 2019). This study adopted physical environment, technological environment, cultural environment and social work environment. The choice is rationale by the fact that scholars such as (Ekanen & Madu, 2024; Lelo, 2024; Harendra, 2024; Muhimpundu 2018) adopted these variables as measures of work environment.

Typically, performance is ultimate outcome expected in every business organization. Financial firms, notably banks, exist to achieve several goals ranging from greater market share, growth, profitability, service quality amongst others in a dynamic business environment that is increasingly becoming highly competitive due to globalization, technology advancement and customers expectations. Organization performance is determined through volume of sales, return to shareholders, effectiveness, market share, profits, return on investment and return on assets. In order for any organisation and Deposit Money Banks (DMB) in particular to be effective, it is supposed to register great returns and identifying the drivers of performance. Measurement of performance allows organizations to keep focused on some units which need progress through work progress evaluation on the basis of time, quality and cost (Ndubis & Nwankwo, 2019).

As a business entity, the banking industry is governed by labor laws, policies, and frameworks emphasizing a conducive and favorable work environment. As part of the advocacy strategy toward improving the working environment and bolstering employee job performance, the banking industry has deployed working policies and frameworks emphasizing equal opportunities for all employees, safety and security, modern working facilities, and staff career development, among other factors (Agbozo, Owusu, Hoedoafia & Atakorah, 2017; Barton & Le, 2023). Studies assert that conducive work environments are vital for enhancing staff skills, knowledge, and ability to increase efficiency, excellence, and job satisfaction in the banking sector (Lelo, 2024; Chieze, Kabouh, Itunuoluwa & Egwuonwu-Clara, 2017; Dartey-Baah, Quartey, S.H. & Osafo, 2020). However, despite these efforts, experiences show that the banking work environment is still unfavorable, and employees are satisfied below their expectations (Agboz et al., 2017; Belwalkar, Vohra & Pandey, 2018). On average, only 57% of employees are satisfied with the working environment in the banking sector (Sheffu, 2022). Literature offers substantial evidence that the banking work environment is not considerably conducive at the desired level, resulting in low morale, ineffectiveness low performance and some employees even leaving the industry and joining other sectors (Barton & Le, 2023; Dartey-Baah et al., 2020). It is against the precedent antecedent the study seeks to examine effect of workplace environment on the performance of selected deposit money banks in Makurdi metropolis.

Objective of the Study

The main objective of this study is to investigate the effect of workplace environment on the performance of selected deposit money banks in Makurdi metropolis. Specifically, the study seeks to;

- i. examine the effect of physical work environment on the performance of selected deposit money banks in Makurdi metropolis
- ii. determine the effect of technological work environment on the performance of selected listed deposit money banks in Makurdi metropolis
- iii. investigate the effect of cultural work environment on the performance of selected listed deposit money banks in Makurdi metropolis
- iv. ascertain the effect of social work environment on the performance of selected listed deposit money banks in Makurdi metropolis

Research Hypotheses

H₀₁: Physical work environment does not have a significant on the performance of selected deposit listed deposit money banks in Makurdi metropolis

H₀₂: Technological environment does not have a significant effect significant on the performance of selected deposit listed deposit money banks in Makurdi metropolis

H₀₃: Cultural environment does not have a significant effect significant on the performance of selected deposit listed deposit money banks in Makurdi metropolis

H₀₄: Social work environment does not have a significant effect significant on the performance of selected deposit listed deposit money banks in Makurdi metropolis

Review of Related Literature

Workplace Environment

Pealeu, Saerang and Wangke (2022) see workplace environment as an entirely 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. Workplace 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, Ng, Hong, Woo, Lim and Wong (2019) 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 (Onwuzuligbo & Nwobodo, 2022).

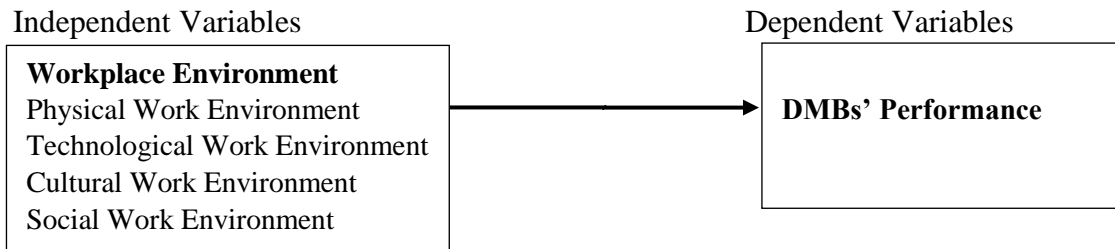


Fig. 2.1 Research Model of Workplace Environment and DMB Performance

Source: Researchers' Conceptualization, 2025

The conceptual framework discusses two major variables, which are workplace environment (independent variable) and DMB performance (dependent variable). Workplace environment is decomposed into, physical work environment, technological work environment, cultural work environment and social work environment. It is hypothesized that workplace environment reflected by physical work environment, technological work environment, cultural work environment and social work environment impact on DMB's performance

Dimensions of Work Environment

For the purpose of this study, work environment is decomposed to include, physical work environment, technological work environment, cultural work environment and social work environment ((Lelo, 2024; Ekanen & Madu, 2024; Akinwale, 2019).

i. Physical Work Environment

The physical work environment (PWE) comprises organizational facilities and resources necessary for the wellbeing of employees and for executing organizational activities (Akinwale & George, 2020; Anasi, 2020). It includes working facilities, buildings, a conducive atmosphere with an average temperature, sufficient ventilation, good lighting, adequate working space, and seating free from obstructions on both floors and traffic routes. Studies by Barton and Le (2023) and Belwalkar et al. (2018) revealed that well-designed buildings, windows, and doors offering adequate ventilation, maintaining sufficient temperatures, and air-conditioning play a positive role in nurturing organisational. The physical work environment has been described as the most vital factor that keeps the employee going and satisfied in an organization (Ekanen & Amadu, 2024). The physical

work environment comprises both internal and external office layout. Work environment is likely to affect the employee performance either negatively or positively. The workplace covers the environment in which workers carry out their work. Selecting the appropriate furniture is an important decision that must be made by managers, because it is necessary to ensure an ergonomic environment that is properly maintained with adjustable desks and chairs which can aid workers in execution of their task in a comfortable manner, since the workspace layout encourages workers to operate in line with the construction of their workstations (Jaiswal et al, 2020).

ii. Technological Environment

The technological work environment consists of the tools and resources that employees use to carry out their work. The components of technological environment range from mobile phones, laptops or desktop computers along with e- learning tools, software applications amongst others (Davenport & Bean, 2017). The implementation of technology in the workplace can help improve working and living conditions and can also cause a great deal of anxiety and stress among employees (Acemoglu & Restrepo, 2019). It is obvious that no organization will function perfectly without the help of technology as technology helps in keeping the business well organized (Mc Clure, 2018). Some technological tools like software for management helps in building, delegating, reviewing and task assessment. With the help of technology, employees will be able to perform their task effectively while managers and employees will find it very easy to supervise workplace activities. Technology is what brings about innovation (Davenport & Bean, 2017).

Technology means the information, equipment and processes required to transform input into output in the organization (Akosile, 2017). Technology looks at how inputs are converted into outputs. It encompasses the way firms produce goods or render services using tools, equipment, techniques and human know how. Innovativeness as the main characteristic of any profit-oriented has been defined differently by scholars. Technology is a systematic application of physical forces for production of goods and services. The knowledge used in practical ways in industry. It is the knowledge, process, tools, methods and systems employed in the creation of goods and improving in services. Technology is the result of man's learned and acquired knowledge or his technical skills regarding how to do things well (Eket, 2023).

iii. Cultural Work Environment

Culture is the identity, character, and personality of the organization. Culture is what brings about the uniqueness of the organization. No two companies can have the same goal or value proposition, in other words, no two cultures are the same. A positive cultural work environment is one that is curled out of the business mission, vision, core values and it is sustainable by what the employee puts in which is the employee's input, shifting priorities which brings about the outcome which is the performance (Aditya, Paulus & Maria, 2015).

The culture speaks volume of the organization's mission, values and ideals. The cultural work environment will either have a positive or negative effect on employee performance. As long as employees want to feel connected to each other at work, a cultural work play has a vital role to play. When employees are being attracted and retained due to the positive culture of the work environment, the employees will quickly connect with the overall business and the unique role within the organization. For a strong culture to be cultivated at the work environment, it therefore means the community will have to buy more into the values in which the culture is built on. When leaders are living the company's values, employees are encouraged to take on their duties. The culture of work environment inspires employees to be productive and positive as this reduces employee turnover (Ekanen & Madu, 2024).

iv. Social work environment

The Social Work Environment (SWE) also known as psychosocial work environment comprises interpersonal and cultural aspects of the workplace that collectively influence the way employees interact, communicate, and collaborate within the organization (Anasi, 2020; Belwalkar Vohra and Penda, 2018). It encompasses social dynamics, relationships, and the overall atmosphere within the workplace. Studies establish that SWE plays a crucial role in shaping employees' work experiences and can significantly impact their well-being, job satisfaction, and overall performance (Ashraf, 2020; Nziku & Lelo, 2021).

For instance, treating employees with respect and dealing with them transparently and fairly while avoiding bias and nepotism is essential for enhancing their productivity (Siwandeti, Mahuwi and Isreal, 2023; Anasi, 2020; Mahuwi & Israel, 2024). Moreover, letting employees be more active in decision-making related to their jobs makes them feel valued (Latifah Suhendra & Mufidah, 2023; Tegambwage & Kasoga, 2023). Overall, positive social interactions that nurture a conflict-free work environment, work-life balance, support, and effective communication with co-workers and supervisors foster a sense of friendship and teamwork, thereby contributing to higher levels of job performance (Lelo, Nziku & Mwakolo, 2021; Belwalkar et al., 2018). On the other hand, unhealthy SWE coupled with unfair treatment, conflicts, and overloading employees with excessive tasks can result in stress, dissatisfaction, and turnover intention (Lu et al., 2023; Lelo & Israel, 2024).

Organisational Performance

Organizational performance denotes 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 fulfill 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).

Theoretical Framework

This study is grounded on the Two Factor Theory advanced by Frederick Herzberg in 1959. This theory has been explored by various scholars to explain the relation between workplace environment and employee performance (Olajide & Onwudiwe, 2018; Barton & Le (2023). Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors . Herzberg stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better (Olajide & Onwudiwe, 2018).

In the dynamic and highly regulated environment of deposit money banks, Herzberg's Two-Factor Theory offers a valuable lens through which to understand the drivers of employee performance. According to this theory, workplace factors are divided into hygiene factors and motivators. Hygiene factors such as job security, interpersonal relations, and working conditions if inadequate, can lead to dissatisfaction and diminished productivity (Alshmemri et al., 2017). In the high-pressure context of banking, where employees are often subject to competitive targets and rigorous compliance demands, the absence of these factors can significantly impair morale and performance (Umar & Ringim, 2022).

Conversely, intrinsic motivators such as opportunities for personal growth, recognition, and engaging work responsibilities have been shown to foster increased job satisfaction and organizational commitment (Bashir et al., 2021). These motivators are essential for sustaining high levels of employee performance and achieving strategic goals within the sector. Thus, aligning organizational practices with Herzberg's framework can

help deposit money banks enhance employee engagement and drive overall institutional effectiveness.

The relevance of Herzberg's theory lies in its dual-focus approach, which encourages organizations to not only correct workplace deficiencies but also to proactively enhance job satisfaction. For deposit money banks, which rely heavily on the productivity and reliability of their staff, this dual approach is particularly vital. Banks that ignore either category of factors risk facing demotivated staff, low productivity, and high attrition rates.

However, critics have pointed out limitations in the theory's applicability across different cultures and job types. For instance, Herzberg's research was originally based on professionals in the United States, and its generalizability to low-level bank employees in developing countries may be questioned. Additionally, the separation between hygiene factors and motivators is not always clear-cut; salary, for instance, can be seen as both a hygiene factor and a motivator, depending on context.

Review of Related Literature

Employing a Herzberg's two-factor theory Lelo (2024) investigated the effect of the work environment on employee job satisfaction in banking industry. A cross-sectional questionnaire survey and simple random sampling were utilized to collect data from 417 employees across commercial banks. Subsequently, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were employed for data analysis. The results indicated a positive relationship between the work environment (physical work environment, remuneration, social work environment, job security) and employee job satisfaction in banking industry. Lelo's study also applies Herzberg's two-factor theory, emphasizing how hygiene factors (physical work conditions, remuneration, social relations) affect job satisfaction. However, the study does not address the technological environment, a key limitation when considering modern banking dynamics, where digital platforms, fintech integration, and automation are crucial.

Adopting a positivist approach, Harendra (2024) investigated the impact of the working environment on employee productivity in Birendranagar, Surkhet, focusing on supervisor support, good relations with coworkers, training and development, and incentives and recognition plans. The research used a causal-comparative design and collected data through a survey questionnaire with 260 participants. The study used SPSS software and a quantitative exploratory research technique. The research found strong relationships with colleagues, training and development programs, and reward and recognition plan significantly increase employee productivity. However, the support of the supervisors has little impact. Both studies emphasize the work environment as a determinant of organizational performance or employee productivity. Harendra's study focuses on individual employee productivity in a general organizational setting, whereas your

objectives focus on organizational-level outcomes (growth and effectiveness) in the banking sector. Also, Harendra's study does not isolate physical, technological, cultural, or social environmental variables explicitly, making its direct application to this study's context limited.

Ekanen and Madu (2024) examined the effect of work environment on employee performance in Ibom Air, Uyo. The descriptive survey design was used for the study. The population of the study consisted of all the three hundred and three (303) staff of Ibom Air, Uyo. Multi-stage sampling procedure and simple random sampling technique were used in selecting 171 staff for the study through the application of Taro Yamene formula. Data was collected using a researcher developed instrument named, "Work Environment and Employee Performance Questionnaire (WEEQ). The instrument was further subjected to face validity by through a pilot study conducted with 30 staff in Ibom Air, Uyo who were not part of the study sample. The reliability of the instrument was determined by randomly selecting 30 staff in Ibom Air, Uyo who were not part of the study sample to respond to the instrument. Data generated was subjected to reliability test with Cronbach Alpha statistics. The instrument was considered reliable for the study as it had a reliability coefficient of 0.89. The hypotheses postulated were tested with Simple Linear Regression Statistics.

The findings of the study revealed that Physical work environment, psychosocial work environment, technological work environment and cultural work environment significantly affect employee performance in Ibom Air, Uyo. The study relates with the present study in that it adopted workplace dimensions of cultural environment, technological environment, physical environment, psychosocial environment just like the present study. However, Ekanen and Madu (2024) provide a useful starting point by showing that different dimensions of the work environment affect employee performance. However, their study focuses only on individual-level outcomes, whereas the present study's objectives involve organizational-level results in a different industry.

Tizitaye (2022) examined the effect of working environment on employee's job performance in the Case of Unilever Manufacturing Plc in Addis Ababa Ethiopia. The research used Quantitative research and explanatory research design to explain effect of independent variables on the dependent variable. Descriptive analysis was also used to describe the characteristics of the data and produce meaningful analysis and make conclusions. Statistical package for social science (SPSS) version 24 was used for data analysis. The study adopted a simple random sampling method. The population was all 219 employees of Unilever Plc Ethiopia.

The study revealed that physical working environment, workload, and training have positive and statistically significant effect on employee performance. Contrarily, reward and work from home presented statistically insignificant effect. The relates to the present study as it provides useful insights into how elements of the working environment particularly the

physical environment can significantly impact employee performance, which aligns with some of the objectives of the study one, two and three of this study that explore the effect of work environment factors on the growth and effectiveness of deposit money banks in Makurdi. However, the study's limited focus on a manufacturing firm and its omission of technological and cultural environment variables restricts its applicability in the banking industry.

Methodology

The study adopted the survey design. The survey design through the questionnaire was deemed suitable in this study because it makes result collection easier, it is not equipment intensive and it is used for forecasting and prediction. The target population comprised 92 employees of selected Deposit Money Banks (DMBs) in Makurdi metropolis. The populations of employees of individual listed deposit money bank are shown overleaf:

Table 1. The population of employees of the listed DMBs studied

S/N	Name of Deposit Money Bank	Population of Employees
1	First Bank Plc	55
2	United Bank for Africa	35
3	Access Bank	30
	Total	120

Source: Field Survey, 2025

A census sampling technique was adopted for this study. This method was used since the population of the study is small and manageable. The whole population of 120 employees of these selected DMBs therefore served as the sample size.

The copies of the questionnaire were administered to employees of selected deposit money banks in Makurdi metropolis. The item questionnaire was on five (5) point Likert-like scale, 5 for strongly agree, 4 for agree, 3 for undecided, 2 for disagree and 1 for strongly disagree. The choice of this scale measurement was that each point on the scale carried a numerical score which was used to measure the respondent's perception and is recognized as the most frequently used summated scale in the social science (Mark, Philip & Adrian, 2009).

The validity of questionnaire content was verified by the expert opinions of five experienced human resource managers to ascertain if the questionnaire items actually measured what they ought to measure. The study used Cronbach's alpha to test and detect the reliability of the instrument by calculating the internal consistency of each scale.

Table 2, depicts the reliability of the research instrument. The reliability of the items is discussed below

Table 2: Reliability Test Results

S/N	Constructs	Cronbach's Alpha	N. of Items	Level of Reliability
1.	Physical Environment	0.837	6	V. Good reliability
2.	Technological Environment	0.803	6	V. Good reliability
3.	Cultural Environment	0.786	7	Good reliability
4.	Social Work Environment	0.812	3	V. Good reliability
5.	Organisational Performance	0.788	6	Good reliability

Source: Researcher's Computation from SPSS Output, 2025

The value of Cronbach's coefficient alpha of the workplace environment dimensions and organizational performance ranging from low 0.788 to a high 0.837 are within the acceptable values of alpha, ranging from 0.70 to 0.95, the criterion suggested by Nunnally (1978) and are therefore considered good indicators of the reliability of the instrument. Data collected from the respondents were analysed using correlation and regression analyses with the aid of the Statistical Package for Social Sciences (SPSS 23) Software.

The regression equation for the study was thus: $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + + \beta_4x_4\varepsilon$.

Where

Y = Bank Performance

x_1 = Effective Work Environment

x_2 = Competitive Remuneration

x_3 = Workplace Flexibility

β_0 = Intercept of the model (Constant)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients

It is expected that the four dimensions of workplace environment, physical environment, technological environment, cultural environment and social work environment will have positive effect on the DMBs' Performance

Results and Findings

Data collected from the respondents were analyzed using correlation and regression analyses with the aid of the Statistical Package for Social Sciences (SPSS v.23) Software

Regression Analysis

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829a	.687	.679	.03179

a. Predictors: (Constant), Physical environment, Technological environment, Cultural environment, Social Work environment

b. Dependent Variable: Organizational performance

Source: SPSS output, 2025.

From the findings, the R squared was 0.687 implying that there was 68.7% variation of organizational performance in selected deposit money banks due to the changes in physical environment, technological environment, cultural environment, social work environment. The remaining 31.3% implies that there are other factors that affect organizational performance in the selected deposit money banks that were not discussed in the study. R shows the association between the variables and from the findings, the variables were strongly related as shown by a value of 0.829.

Table 4: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	162.304	4	40.576	168.21	.000b
Residual	32.565	175	0.241		
Total	194.869	179			

a. Predictors: (Constant), Physical environment, Technological environment, Cultural environment, Social Work environment

b. Dependent Variable: Organizational performance

Source: SPSS output, 2025

From the ANOVA statistics as presented in Table 4, the processed data (population parameters) had a significance level of 0.001. This shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. This can be explained by the F-value (168.21) and p-value (.000) which is less than 5 % level of significance. This shows that physical environment, technological environment, cultural environment, social work environment significantly influence the performance of selected deposit money banks in Makurdi metropolis.

Table 5: Regression Coefficients of the study Variables

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
B	Std. Error	Beta		
1 (Constant)	.106	.031	3.419	.004
Physical Environment	.401	.093	.378	.000
Technological Env.	.396	.099	.355	.000

Cultural Environment	.376	.094	.346	4.000	.000
Social Work Env.	.362	.096	.332	3.771	.002

Dependent Variable: Organizational Performance

Source: SPSS Output, 2025.

The fitted regression model was

$$Y = 0.106 + 0.401 X_1 + 0.396 X_2 + 0.376 X_3 + 0.362 X_4 + e$$

The equation above reveals that holding physical environment, technological environment, cultural environment, social work environment constant, the variables will significantly influence performance of selected deposit money banks as shown by a constant value of 0.106 as shown in Table 4. Physical environment is statistically significant to the performance of selected deposit money banks in Makurdi metropolis as shown by ($\beta = 0.401$, $P = 0.000$). This means that physical environment had significant positive effect on the performance of selected deposit money banks in Makurdi metropolis. This implies that a unit increase in physical environment will result to increase in performance of selected deposit money banks in Makurdi metropolis.

Technological environment is statistically significant to the performance of selected deposit money banks in Makurdi metropolis as shown by ($\beta = 0.376$, $P = 0.000$). This means that technological environment had significant positive effect on the performance of selected deposit money banks in Makurdi metropolis. This implies that a unit increase in technological environment will result to increase in the performance of selected deposit money banks in Makurdi metropolis.

Cultural environment is statistically significant to the performance of selected deposit money banks in Makurdi metropolis as shown by ($\beta = 0.396$, $P = 0.000$). This means that cultural work environment has significant positive effect on the performance of selected deposit money banks in Makurdi metropolis. This implies that a unit increase in cultural environment will result to increase in the performance of selected deposit money banks in Makurdi metropolis. Social work environment is statistically significant to the performance of selected deposit money banks in Makurdi metropolis as shown by ($\beta = 0.362$, $P = 0.002$). This means that social work environment has significant positive effect on the performance of selected deposit money banks in Makurdi metropolis. This implies that a unit increase in social work environment will result to increase in the performance of selected deposit money banks in Makurdi metropolis.

Discussion of Results

The study revealed that physical environment has a positive significant effect on the performance of selected deposit money banks Makurdi metropolis. The finding collaborates with the positions of Lelo (2024) revealed a positive relationship between the physical work environment and employee job satisfaction in banking industry. The results also is in

tandem with empirical work of Tizitaye (2022) who revealed that physical working environment has positive and statistically significant effect on employee performance. . This implies that bank managers must prioritize the design, maintenance, and continuous improvement of their physical workspaces. This includes ensuring adequate lighting, comfortable seating, proper ventilation, noise reduction, and a clean, aesthetically pleasing environment, all of which directly impact employee productivity and customer satisfaction. Additionally, this finding suggests that investment in physical infrastructure should not be viewed as a mere operational cost but as a strategic tool for enhancing performance

The study also revealed a positive significant effect of technological environment on the performance of selected deposit money banks in Makurdi metropolis. The results agree with empirical work of . Ekanen and Madu (2024) who revealed that technological work environment significantly affect employee performance in Ibom Air, Uyo. This implies that bank managers must strategically invest in and continuously upgrade their technological infrastructure. This includes deploying modern banking software, secure digital platforms, automated processes, and reliable IT systems that enhance operational efficiency, customer service delivery, and data management. Moreover, managers must ensure that staff are adequately trained to use these technologies effectively and that digital tools are aligned with customer needs and regulatory standards. Embracing technological innovation not only improves internal processes and reduces operational costs but also enhances competitiveness in the banking sector

The study further revealed a positive significant effect of cultural environment on the performance of selected deposit money banks in Makurdi metropolis. The findings are in confirmation of empirical work of Mugwika and Kavale (2022) who revealed a significant positive relationship between organizational culture and bank performance. This implies that bank managers must actively cultivate a strong, positive organizational culture. This involves promoting shared values such as integrity, accountability, teamwork, and customer-centric service. A healthy cultural environment fosters employee engagement, motivation, and loyalty factors that directly enhance performance and service quality.

The study finally, revealed a significant positive effect of social work environment on the performance of selected deposit money banks in Makurdi metropolis. The findings collaborate the positions' of Lelo (2024) who revealed a positive effect of social work environment on the employee performance in Ibom Air, Uyo. This implies that a supportive social environment marked by teamwork, open communication, and positive interpersonal relationships strengthens cooperation and morale, leading to more innovative problem-solving and higher levels of job performance.

Conclusion

Based on the findings of the study, it can be concluded that the performance of deposit money banks in Makurdi metropolis is significantly influenced by various

components of the work environment. Specifically, the study revealed that the physical environment, technological environment, cultural environment, and social work environment each have a positive and significant effect on bank performance.

This implies that improvements in any of these environmental factors are likely to enhance the operational efficiency and overall performance of deposit money banks in the area. Therefore, bank management and policymakers should give strategic attention to creating and maintaining conducive physical settings, adopting relevant technologies, fostering positive cultural values, and promoting a supportive social work environment to sustain and improve performance outcomes.

Recommendations

Based on the findings of the study, the following recommendations are made to enhance bank performance through effective workplace environment practices in Makurdi metropolis.

- i. Bank management in Makurdi should consider regularly evaluating their physical environments through employee feedback and facility audits, and aligning physical workspace improvements with organizational goals. Creating an optimal physical environment can attract more customers, improve staff morale, reduce turnover, and ultimately lead to better financial outcomes for the banks.
- ii. Bank managers must ensure that staff are adequately trained to use these technologies effectively and that digital tools are aligned with customer needs and regulatory standards and also treat technology as a critical driver of performance, incorporating it into long-term strategic planning and allocating sufficient resources to its development and integration.
- iii. Banks should engage in community-focused initiatives that resonate with local cultural priorities, enhancing the bank's reputation and local acceptance
- iv. Banks should foster teamwork, mutual respect, and open communication to create a supportive workplace and also provide incentives, wellness programs, and recognition schemes to boost morale, reduce turnover and enhance profitability.

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