



Effect of Organizational Environment on Employee Performance of Deposit Money Banks in Nigeria

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ABSTRACT

This study determined the effect of organizational environment on employee performance of deposit money banks in Nigeria. Descriptive survey research design was adopted for the study. A sample of eight (8) deposit money banks with 126 branches in Anambra State licenced with international authorization was used for the study. Data were collected through questionnaires administered to the respondents. The data were analyzed with multiple regressions analysis. The results found that the internal control shows a negative insignificant effect on employee performance, while the leadership style shows a positive significant effect on employee performance. Based on this, the researchers recommended among others that internal control is a very significant organizational environmental component, because the internal control system is a collection of activities carried out by both leaders and employees in order to assure the effective and efficient execution of organizational goals. As a result, the organization must review the application of internal control on a regular basis, which will, among other things, improve employee performance.

Keywords: Organizational performance, Leadership style, Internal control and Employee performance

Introduction

The office environment plays a critical part in ensuring worker productivity around the world (Naharuddin and Sadegi 2013). since it may have an impact on employee morale and productivity (Chandrasekar, 2011). People are grateful to have a job, but many no longer consider their workplace to be a second home, despite spending so much time there. As a result, they frequently feel compelled to adjust to the unpleasant surroundings. The quality of an employee's work and their productivity are both influenced by their working environment. Employees' desire to learn new skills and their incentive to perform are influenced by how well their workplace engages them in a world where organizations and even individuals are increasingly competing globally. According to studies (Suwati, Minarsih, and Gagah, 2016), the primary purpose of labour is to achieve self-satisfaction rather than a salary. Many factors influence employee performance, including motivation, work environment, and agency leadership.

Employees that focus on their work are more valuable to their employers. The physical, emotional, and psychological characteristics of an organization's environment have an impact on its success. Human Resource Management (HRM), according to Ezejiofor, Nwakoby, and Okoye (2015), has an impact on a company's success. This relates to effective management as a motivator, as well as training and development. This is the most essential factor that has an impact on industrial enterprises. Organizations attempt to establish successful product / reward transactions with the world by making products as effective as feasible. Lighting, temperature, ventilation, air supply rate, humidification, and resident discomfort are all factors in the industrial environment (Veitch and Newsham, 2000). (Milton, Glencross, and Walters, 2000). This indicates that the workplace has an effect on employee morale, productivity, and engagement. A cheerful and hardworking employee is also a valuable asset to any company. Furthermore, pleasant working conditions motivate employees to do a better job, which aids in the growth of a company and the economy of a country. According to Lambert, Hogan, and Barton (2001), environmental conditions are an essential determinant of job satisfaction. Meanwhile Employees in many firms are experiencing difficulties at work due to environmental and physical variables. Employee disengagement is on the rise, according to Pech and Slade (2006), thus creating workplaces that favorably influence employees is critical. Employees' comfort at work, which is influenced by their working circumstances and environment, has been identified as a key element in determining their productivity (Leblebici, 2012). A healthy workplace environment makes good financial sense in today's dynamic and competitive corporate world. Managers should not solely focus on the pay package of their employees, assuming that it is proportionate to their performance (Heath, 2006). Positive work environments will have a competitive advantage over their competitors.

Unfortunately, work environments can obstruct these ambitious goals; the issue is not a lack of institutions and enterprises, but rather bad environment delivery and management by the owners. However, because every company is made up of people, it may seem natural that individual performance is

reflected in organizational performance (Bin Dost, Shafi and Shaheen, 2011; Solomon, Hashim, Mehdi and Ajabe, 2012). In other words, institutional failure is logically caused by bad performance, or the failure of people who do various responsibilities within the four walls of work. According to Tella, Ayeni, and Popoola (2007), well-managed firms view median personnel as the primary source of quality and productivity gains. Employees, not capital investment, are the primary source of improvement in such firms. At all levels of a company, there is a growing requirement to make employees content and devoted to their tasks in order to achieve such improvements. This study determines the effect of organizational environment on employee performance of deposit money banks in Nigeria.

Conceptual Framework

Organizational Environment

External influences, or those that originate outside of an employee, or organizational environmental factors, can influence employee performance, according to a previous presentation. This has also been demonstrated by research by Lastri (2016) and Nydia (2017) who discovered that internal control and leadership style influence employee performance together. This suggests that internal control and leadership styles have an impact on employee performance. A hypothesis can be developed based on this description: the better the internal control and the more appropriate the leadership style, the better the employee's performance.

Internal control can provide enough assurance that objectives will be met. This is in line with COSO's (2013) statement, which expressly discusses the impact of internal control on the performance of agencies and organizations, stating that internal control may assist organizations achieve performance and ensure that they are meeting their goals. Many studies have identified a link between internal control and employee performance, including Noorvi (2006), Njeri (2014), Oppong, Owiredu, Abedana, dan Asante, 2016, and Olufunmilayo (2018). Similar studies have been conducted in Indonesia, including research that link internal control with employee performance in the government sector, such as Reny (2013), who stated that the government's internal control system is effective. Iqbal (2015) and Bayu (2016) discovered that implementing the government's internal control system dimensions within agencies can boost staff productivity.

Leadership effectiveness is a protracted process that is influenced by the relationship between the leader and his or her subordinates as well as the current situation. Leadership effectiveness is attained when a leader is able to develop strong communication with subordinates; it is acknowledged that a leader's subordinates work together to achieve organizational goals. Meanwhile, doing so smoothly demands the leader's creativity, which is based on the leadership style established and executed by the leader in question (Bass and Avolio, 1994). This is consistent with Prasetyo and Kato (2011)'s assertion that the primary goal of using management style is to improve employee performance so that organizational goals can be met. Okon and Isong (2016), Ogbonna and Harris (2000), and Firstie and Madina (2017) conducted study that revealed that leadership style influences employee performance both internationally and nationally.

Employee Performance

Employee performance is a combination of effort, aptitude, and work understanding (Platt and Sobotka, 2010). Employee performance was measured in terms of quality of work, timeliness of operations, and efficacy of employee labour in a company, according to a study (Kwizera, Osunsan, Irau, Wandiba, and Abiria, 2019). Employee performance is a complicated aspect that affects the achievement of objectives and has a strong link to the organization's planned and deliberate goals (Sabir, Iqbal, Rehman, Shah and Yameen, 2012). Employee performance is critical to the organization's overall success (Tumwebaze, Wandiba, Osunsan, Kabasinguzi, 2020). Though numerous elements influence employee performance, workplace environment aspects stand out as one of the most important (Kwizera et al, 2019). Human resources are one of the most important components for good health care delivery because health care is labour demanding. Many low-income nations, including Uganda, have sub-optimal health worker performance, according to World Health Reports and other reports (Cummings, Goldberg, Mwaka, Kabajaasi, Vittinghoff, Cattamanchi, and Davis, 2017). Employee performance, according to Sinha (2001), is determined by the willingness and openness of the employees to fulfill their jobs. He also added that having personnel that are willing and open to accomplish their jobs will raise their productivity, which will lead to improved performance.

Empirical studies

Ezejiolor and Ezekwesili (2022) investigated the impact of organizational structure on pharmaceutical company employee performance in Nigeria's Anambra State. A descriptive survey research approach was used to perform the study. 346 employees from 20 pharmaceutical businesses in Nigeria's Anambra State took part in the study. A sample size of 67 was calculated using the Borg and Gall (1973) formula. The researchers conducted regression analysis to test the hypothesis using SPSS version 20. Working conditions and formalization have a positive significant impact on pharmaceutical business employee performance, according to the research. Shimelis and Mahesh (2021) looked into the physical working environment, job-related risks and injuries, and the psychological and social work environments at the Arjo Dedessa Sugar Factory (ADSF) and Finchaa Sugar Factory (FSF) in Ethiopia. The two sectors have a total of 867 and 2824 employees, respectively. Using Pearson's correlation and linear regression analysis, the statistical program SPSS V 23.0 was used to examine and determine the relationship between the dependent and independent variables. According to the findings, ADSF employees have a more modest social work environment than FSF employees, while both firms' physical work environments contribute the least. The physical working conditions of both the ADSF and the FSF had a statistically significant impact on performance. Employees' psychological health has been suggested to be improved by changes in the social environment. ADSF organization performance = 0.173 +

0.250 physical work environment + 0.304 administrative work environment is the end result. Organizational Performance of the FSF = 0.157 + 0.355 Working in a social environment. Saidu, Onyeaghalala, and Eke (2021) wanted to know how the physical environment of the workplace affects employee productivity. The study used a case study approach, with the Central Bank of Nigeria's Jalingo Branch serving as the research site. To create a sample frame of 60, the probability sampling technique was used to select pieces from each cadre. Data was collected using a questionnaire that has been verified and evaluated for reliability. The data was organized into frequency and percentage tables, which served as the foundation for data analysis. The hypotheses were investigated using SPSS version 23 and the Chi-Square statistical tool. Employee productivity is increased in a large physical work area, according to the findings. Employee productivity rises in a work setting where appropriate equipment is available. Afolabi, Abiola, Olaiya, and Emeje (2020) used academic staff at Federal Polytechnic Offa in Kwara State to investigate the impact of work environment on employee performance. The data was collected from the polytechnic's academic personnel using a survey research design and a questionnaire. Inferential statistics (regression and correlation matrix) were used to analyze the data, and the results revealed that the polytechnic work environment has a considerable impact on academic staff teaching efficacy and research output. It was observed that academic staff teaching ability and research productivity are both lacking. According to the findings, the polytechnic work environment does not foster effective teaching or high-quality research. Agaba, Ssebagala, Micheal, Pastor, and Osunsan (2020) investigated the impact of the workplace environment on employee performance among Health Care Providers, with a particular focus on Fort Portal Regional Referral Hospital. The study employed a cross-sectional research strategy, in which data on study variables were obtained at the same time. The study featured 324 health care providers at Uganda's Fort Portal Regional Referral Hospital, of whom 140 were considered for the study but only 122 replied. Administrative employees, doctors, nurses, lab officers, and pharmacists were among them. However, the study discovered that the work environment of Fort Portal Regional Referral Hospital had a substantial impact on employee performance ($R^2 = 0.11, p < 0.05$).

Internal control and leadership style were examined by Christina, Brahmana, and Febrianti (2020) as organizational environmental elements that are suspected of generating ineffective employee performance. Employees in the regional secretariat of the Kuningan Regency made up the study population. Purposive sampling was used to select 116 employees for this investigation. Employee performance can be influenced by the organizational environment in the form of internal control and leadership style, according to the results of data processing using multiple regressions. Hope, Archie, Ibrahim, and Okoli (2018) investigated the nature of the relationship between physical working environment and employee performance in a sample of Anambra State breweries. The study used a survey research method. The study's population was 550 people, and the sample size was 233 people, calculated using the Taro Yamane formula, with the questionnaire distributed using Bowley's proportion allocation algorithm. The hypotheses were tested using Pearson's Product Moment Correlation statistics. The findings revealed that among the companies analyzed, there is a significant link between ergonomics and job satisfaction. Khaled and Haneen (2017) look into the impact of the workplace on job performance. With a sample size of 85 employees, an engineering firm was used as a case study. In addition to the literature analysis, a quantitative methodology involving a cross-sectional survey was utilized to meet the study objectives. Noise, temperature, air, light and color, space, and the happiness of employers were all investigated in relation to work environment issues. The information gathered was examined using (SPSS, Version 22). The findings found that the key work environment conditions that have a detrimental influence are situational constraints, which include noise, office furniture, ventilation, and light.

METHODOLOGY

Research Design

The study adopted a survey research design, since it involves distribution of questionnaire to the targeted respondents. The survey research design is appropriate in testing relationship or associations between two or more variables or set of scores.

Population of the Study

The population of the study consists of branches of deposit money banks in Anambra States of Nigeria. Purposive sampling technique was used in determining the eight (8) deposit money banks with 126 branches licenced with international authorization during the data collection process. Since the research is a survey designs that needs people's opinion, the researcher choose these banks for easy accessibility in order to administer questionnaires to the respondents. The elements of population which comprise managers, head of operations, and internal control officers. The total number of staff is 378.

Data were collected via questionnaire structured on a scale of Strongly Agree (SA); Agree (A); Undecided (UN), Disagree (D); and Strongly Disagree (SD) to give the respondents choice of ticking most perceived option. Organizational environment was measured using internal control and leadership style. Employee performance in were measured using Quality of service and productivity,

Model Specification

The researchers used Olorunsola's (2013) work satisfaction model to examine job satisfaction and job satisfaction components.

The following regression equation can be derived using the Olorunsola (2013) Model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu$$

Where

Y = Employee performance

X = Organizational environment

Where:

- Y = Employee performance (dependent variable)
- X = Organizational environment (independent Variable)
- β_0 = constant term (intercept)
- $\beta_1 - \beta_2$ = Coefficients of employee performance
- μ = Error term (stochastic term)

Explicitly, the equation can be defined as:

$$\text{Employee performance} = f(\text{Organizational environment}) + \mu$$

Representing the equations with the variables of the construct, hence the equations below are formulated:

$$EPF_{it} = \beta_0 + \beta_1 INC_{it} + \beta_2 LDS_{it} + \mu_{it} - - - - - i$$

Where:

- β_0 = Constant term (intercept)
- β_{it} = Coefficients to be estimated for firm i in period t
- μ_{it} = Error term/Stochastic term for firm i in period t
- EPF_{it} = Employee performance i in period t
- INC_{it} = Internal control i in period t
- LDS_{it} = Leadership style i in period t

Method of Data Analysis

To test the significant effect between the dependent variable and independent variables, multiple regression analysis was used to test the formulated hypotheses with the aid of SPSS version 20. 0. at 5% level of significance.

Decision Rule:

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal to the alpha at 5% and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

DATA ANALYSIS AND RESULT

Data Distribution and Collection

Out of 378 copies of questionnaires distributed 302 were completed and returned. This represents 81%.

Data Analysis

Table 1: Summary of the Responses

S/N	Questions Weight	SA	A	U	D	SD
1	Employee performance is essential to the overall success of the company.	68	138	0	68	28
2	One of the most essential factors in customer happiness is human resources.	70	152	8	53	19
3	Employees are willing and open to carry out their responsibilities.	96	131	10	29	36
4	It is closely related to the organization's planned and deliberate objectives.	119	120	0	63	0
5	Internal control can help firms improve their performance and achieve their objectives.	85	131	6	76	4
6	Internal control can provide you adequate confidence that your goals will be met.	105	113	16	68	0
7	The internal control mechanism of the bank is effective.	70	110	0	90	32
8	Internal control system dimensions within agencies can help employees work more efficiently.	72	130	0	70	30
9	Develop great communication with subordinates as a leader.	90	152	5	54	1
10	Employee performance is influenced by leadership style.	115	124	0	60	3
11	Changes in employee performance can be explained by leadership style.	83	135	6	78	0
12	Subordinates of a leader collaborate to achieve organizational goals.	90	153	5	31	23

Source: Field Survey, 2022

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EPF	5	18.00	541.00	241.6000	210.96161
INC	5	22.00	484.00	241.6000	193.57376
LDS	5	16.00	564.00	241.6000	234.43613
Valid N (listwise)	5				

From the descriptive statistics of the variables as shown that the mean dependent and independents variables is 241.60. Maximum and minimum values of employee performance (EPF) are 541.00 and 18.00 respectively. The standard deviation stood at 210.96. The maximum and minimum values of internal control (INC) are 484.00 and 22.00 respectively while the standard deviation is 193.57. The maximum and minimum values of leadership style (LDS) are 564.00 and 16.00 respectively while the standard deviation is 234.44.

Test of Hypotheses

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.978	31.31526

a. Predictors: (Constant), AIF, WLB

The table 3 above shows that the coefficient of determination is $R^2 = 0.989$ and the Adjusted R^2 is 0.978. Adjusted $R^2 = 0.978$ implies that about 98% of change in employee performance of the sampled deposit money banks is influenced by joint interaction of organizational environment, while 2% of the variable explain by other factors not captured in the study model.

Table 4: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	176057.908	2	88028.954	89.766	.011 ^b
1 Residual	1961.292	2	980.646		
Total	178019.200	4			

a. Dependent Variable: EPF

b. Predictors: (Constant), AIF, WLB

Table 5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.422	27.025		.978	.431
1 INC	-.022	.348	-.020	-.062	.956
LDS	.912	.287	1.014	3.177	.086

a. Dependent Variable: EPF

From table 4 and 5, the goodness of fit shows that the regression equation or model that was used to predict employee performance is highly significant at 5% level of significance (p-value = 0.011).

Hypothesis One

H_{01} : Internal control has no significant effect on employee performance of deposit money banks in Nigeria.

The test of hypothesis of whether internal control (INC) is significantly affects employee performance (EPF) of deposit money banks in Nigeria. the result shows a negative insignificant between internal control and employee performance, hence ($\beta_1 = -0.020$), and the probability value of the t-statistic for INC is -0.062.

Hypothesis Two

H_{02} : Leadership style has no significant effect on employee performance of deposit money banks in Nigeria.

The test of hypothesis of whether leadership style (LDS) is significantly affects employee performance (EPF) of deposit money banks in Nigeria. the result shows a positive correlation between leadership style and employee performance ($\beta_1 = 1.014$), and the probability value of the t-statistic for AIF is 3.177.

Decision

Based on the overall analysis evidence, this study shows that organizational environment has a significant effect on employee performance of deposit money banks in Nigeria at 5% level of significance; hence, p(sig) value is less than 5% ($0.011 < 0.05$).

Conclusion

This study determines the effect of organizational environment on employee performance of deposit money banks in Nigeria. Descriptive survey research design was adopted for the study. Data were collected through questionnaires administered to the respondents. The data were analyzed with multiple regressions analysis. The results found that in the two organizational environmental factors used by the study; internal control and leadership style can explain changes in employee performance. The internal control shows a negative insignificant effect while the leadership style shows a positive significant effect on employee performance.

This study's leadership style also meets the requirements; it can be demonstrated that transformational leadership has a greater impact on employee performance than transactional leadership.

Internal control, on the other hand, is in good shape; efforts should be made to improve internal control. The key worry in this study is the risk management and control activities dimension, which has a lower score. For example, performing risk management training so that it can map hazards and design effective control activities.

Recommendations

Based on the outcome of the analysis, the researchers recommended the followings;

1. Internal control is a critical organizational environmental component since it is a collection of activities carried out by both leaders and employees in order to ensure the effective and efficient execution of organizational goals. As a result, the organization must review the application of internal control on a regular basis, which will, among other things, improve employee performance.
2. Management style must be assessed in order for what management does to transform people into individuals with high ability and motivation to attain excellent work performance.

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