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Effect of Workplace Environment on the Employees' Performance in Nepalese Commercial Banks

Rohit K.C. and Puja Sah*

Abstract

This study examines the effect of workplace environment on the employees' performance in Nepalese commercial banks. Employee's performance is the dependable variable. The selected independent variables are work-life balance, supervisory support, organizational culture, work place incentives and physical work environment. The primary source of data is used to assess the opinions of the respondents regarding the effect of workplace environment on the employees' performance in Nepalese commercial banks. The study is based on primary data of 179 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and different factors influencing effect of workplace environment on the employees' performance in Nepalese commercial banks.

The result shows that work-life balance has a positive impact on employee's performance. It indicates that increase in work-life balance leads to increase in employee's performance. Likewise, supervisory support has a positive impact on employee's performance. It indicates that increase in supervisory support leads to increase in employee's performance. Similarly, organizational culture has a positive impact on employee's performance. It means that workplace incentives in the organization leads to increase in employee's performance. Moreover, physical work environment has a positive impact on employee's performance. It indicates better the physical work environment higher would-be employee's performance.

Keywords: work-life balance, supervisory support, organizational culture, work place incentives, physical work environment, employee's performance.

1. Introduction

Employee performance is the combined result of effort, ability and perception of tasks (Platt, 2010). Basically, the employees' performance depends on the willingness and also the openness of employees itself doing their job (Sinha, 2012). By having willingness and openness of the employees

* Mr. K.C. is a Freelance Researcher, Kathmandu, Nepal and Ms. Sah is the Research Assistant, Uniglobe College (Pokhara University Affiliate), Kathmandu, Nepal.

in doing their job, it could increase employee morale, productivity and engagement both positively and negatively in the workplace environment (Chandrasekar, 2011). Furthermore, employees' performance is influenced by attitudes, experiences, beliefs and values of the organization acquired through social learning that control the way individuals and groups in the organization interact with one another and with parties outside organization (Weerarathna and Geegange, 2014).

Stup (2003) explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. According to Franco *et al.* (2002), performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly has an impact. Employees' comfort on the job, determined by workplace condition and conditions and environment, has been important factor for measuring their productivity (Leblebici, 2012). Incentives are designed to get the best performance from the employees and help retain their productivity (Bowen, 2000).

Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002). Similarly, Mokaya *et al.*, (2013) showed that to continuously improve workplace conditions, special attention to a performance culture that values every single employee's and promotes a sustainable work-life balance should be embraced. Chandrasekhar (2011) showed that organizations must be aware of their potential workforce due to the competitive business environment. Workplace environment can greatly impact motivation and performance level of employees. Similarly, Obamiro *et al.* (2019) showed that physical environment affects how employees in an organization interact, perform tasks and are led.

Samon *et al.* (2015) revealed that work life balance has significant positive influence on employee performance and the study also concluded that ignoring work life balance will lead to broad emotional and behavioral deficiency thus affecting performance of employees. Similarly, Kohun (2002) concluded that quality of workplace environment impact on the level of motivation of employees and their subsequent performance.

Srivastava (2008) examined that psychosocial environment in work-

place exert more impact on employees' job behavior and organizational effectiveness than the physical environment does. Similarly, Kacmar *et al.* (2009) suggested that managers should create work environment that trigger the positive characteristics associated with high core self-evaluations to surface so that their performance can be increased and which in turn, enhance organizational productivity. Likewise, Iqbal *et al.* (2015) showed that financial rewards and trainings have positive impact on the performance of the employees but working hours, stress and communication barriers hinders the performance of the employees. Similarly, Hamid and Hussian (2015) suggested employers to ensure appropriate means of good and pleasant workplace environment to allow employee possess required level of job performance for purpose of bringing monetary and non-monetary profit to organization.

Ajala (2012) showed that industrial social workers should advocate with management to create a conducive workplace environment and good communication network that will attract, keep and motivate its workforce for healthy living and improved productivity and guarantee virile employees, enthusiastic employers and sustenance of the organization. Likewise, Muda *et al.* (2014) found that the variables of job stress, motivation and communication do simultaneously affect the employees' performance at two Islamic banks. Similarly, Samson *et al.* (2015) showed that the physical aspects did not have a significant effect on employee performance while the psychosocial and work life balance factors were significant.

Awan (2015) observed that the factors like supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place are helpful in developing a working environment. Similarly, Khoso *et al.* (2016) reveals that all three factors (supervisor support, job aids and physical workplace environment) are correlated with employee performance. Likewise, Shobe (2018) study conducted that the importance of being able to balance job satisfaction, ergonomics of the physical workplace, management support, and autonomy of the workforce to build a productive work environment.

Osunsan *et al.* (2019) explored the effect of organizational change on employee performance among selected commercial banks in Bujumbura, Burundi. The study concluded that organizational change has a significant

effect on employee performance. Similarly, Priya and Eshwar (2014) examined the impacts of rewards and motivation on job satisfaction of employees in both public and private sector commercial banks in Chennai. The results showed that degree of rewards, motivation and job satisfaction of employees has a strong relationship in the public sector and private sector commercial banks in Chennai & employees in banking sector give more importance to economic or financial rewards.

Obiageli *et al.* (2015) examined work life balance and employee performance in selected commercial banks in Lagos state. The study discovered a significant positive relationship between leave policy and service delivery. The study also concluded that work life balance practice works as an important factor in increasing employee performance. Salah (2016) examined the influence of rewards on employee's performance. The study found that there is a statistical significant relationship between rewards types and employees' performance.

Aima *et al.* (2017) examined the model of employee performance, competence analysis and motivation. The study concluded that competency and work motivation simultaneously have significant positive impact on performance. The study also concluded that organization should develop training program to improve employee's knowledge. Iype & Mathew (2018) analysed the determinants for employee performance in federal bank of Ernakulam district. The study found that there is a positive relationship towards all the variables of employee performance. Rahman *et al.* (2019) examined to create program and policies to motivate and develop job satisfaction among workers in the organization. The study found that the factor that increase performance of workers in the working environment.

Burri and Helander (1991) showed that there is effect of applying a proper workplace environment strategy such as; Machine design, job design, environment and facilities design. Similarly, Platt and Sobotka (2010) found that employee performance is imperative for organizational outcomes and success. Likewise, Raziq and Maulabakhsh (2015) revealed that the study also concluded that such working environments where employees are made a part of the overall decision-making process, being given flexible working hours less work load, a team work approach and a supportive top management have positive impact on the performance of employees.

Maake *et al.* (2021) showed a moderate correlation between performance management and work engagement and a strong correlation between performance management and employment relationships. According to Taiwo (2010), favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance.

According to Babin and Boles (1996), supervisor support enhances the employees' performance. Supervisors can provide encouragement which leads to an increase in the employee self-confidence. Similarly, Chandrasekhar (2011) concluded that type and quality of lighting system at workplace promotes working experience of employees which then results to increased performance and job satisfaction. Lighting, noise, color and air quality impact employees' performance (Sarode and Shirsath, 2014). Likewise, Incentives are used by organizations in order to reach certain goals, encourage a certain behavior and team-spirit for collective awards (Manjunath and Rajesh, 2012).

In the context of Nepal, Adhikari (2010) showed that in Nepalese workplaces most prominent human resources issues and problems such as unproductive staffs, lack of corporate culture, lack of mechanism to implement labor legislations, low degree of integration, coordination of different function, lack of performance based system, distorted flow of communication and information, low level of pay, rising absenteeism and proliferating union activities etc. directly affect the performance of employees.

Bishwakarma (2015) revealed that workplace conditions and employee engagement are congenial in non-financial sector in Nepal. Similarly, Shakya and Devi (2016) concluded that inadequate time available for employees and their family cause work stress for bank and employee that ultimately deteriorates employees' performance. Likewise, Kohun (2002) concluded that quality of workplace environment impact on the level of motivation of employees and their subsequent performance. Similarly, Bista (2016) showed that there is no significant relationship between gender and job satisfaction as the result showed insignificant mean differences of job satisfaction between male and female employees. Upadhyaya (2017) concluded that employees of all the banks have been satisfy the services and facilities provided by banks. The performance of all the banks in terms of employees' satisfaction is sound.

Gautam (2016) revealed that job satisfaction has positive but not

significant impact of job satisfaction on organizational performance. Lack of trustful relations of top level management with line management, feeling of seniority and status increasing dissatisfaction from work, lack of dissatisfaction from work, lack of budget for training and development and lack of performance management systems are the main barriers prevailing in the employee's relations system and weakening the employee performance (Adhikari, 2010). Organizations that identify, plan and implement work-life balance policies are receptive to changing nature of workplace and leads positive results in guise of high levels of job satisfaction and employees 'performance (Bardoel *et al.*, 2000).

The above discussion reveals that the empirical evidences vary greatly across the studies concerning the effect of workplace environment on the employees' performance in commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the effect of workplace environment on the employees' performance in Nepalese commercial banks. Specifically, it examines the effect of work-life balance, supervisory support, organizational culture, workplace incentives, physical work environment on employee performance.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 179 respondents through questionnaire. The respondents' views were collected Work-life balance, Supervisory support, organizational culture, work place incentives, physical work environment and employee's performance. The study used descriptive and casual comparative research design. Table 1 shows the list of Nepalese commercial banks selected for the study along with study period and number of observations.

Table 1

List of commercial banks selected for the study along with the study period and number of observations

S.N	Name of bank	Period	Observation
1	Everest Bank Limited	2014/15-2020/21	8
2	Himalayan Bank Limited	2014/15-2020/21	9
3	Nepal Bank Limited	2014/15-2020/21	5
4	Nepal SBI Bank Limited	2014/15-2020/21	10
5	Standard Chartered Bank Nepal Limited	2014/15-2020/21	8
6	Bank of Kathmandu Limited	2014/15-2020/21	7
7	Citizens Bank International Limited	2014/15-2020/21	9
8	Kumari Bank Limited	2014/15-2020/21	11
9	Laxmi Bank Limited	2014/15-2020/21	6
10	Machhapuchhre Bank Limited	2014/15-2020/21	5
11	Mega Bank Limited	2014/15-2020/21	10
12	Nepal Investment Bank Limited	2014/15-2020/21	8
13	NMB Bank Limited	2014/15-2020/21	9
14	NIC Asia Bank Limited	2014/15-2020/21	7
15	Prime Commercial Bank Limited	2014/15-2020/21	12
16	Sanima Bank Limited	2014/15-2020/21	10
17	Siddhartha Bank Limited	2014/15-2020/21	13
18	Sunrise Bank Limited	2014/15-2020/21	9
19	Nepal Bangladesh Bank Limited	2014/15-2020/21	15
20	NCC Bank Limited	2014/15-2020/21	8
Total observations			179

Thus, the study is based on 179 respondents.

The model

The model estimated in this study assumes that employee retention depends on compensation, work life balance, promotion, training and development, leadership style and career opportunity. Therefore, the model takes the following form:

$$EP = \beta_0 + \beta_1 WLB + \beta_2 SS + \beta_3 OC + \beta_4 WI + \beta_5 PWE +$$

Where,

EP = Employees performance

WLB = Work-life balance

SS = Supervisory support

OC = Organizational culture

WI= Workplace incentives

PWE = Physical work environment

Work-life balance was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My job makes me feel too tired to do the things that need attention at home.”, “Due to the work-related duties I am not able to maintain time for family.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.790$).

Supervisory support was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My supervisor praises me when I do good job.”, “I feel able to discuss my problems with my supervisor openly.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.799$).

Organizational culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The organizations culture values teamwork and collaboration.”, “The organizations culture encourages personal and professional growth.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.815$).

Workplace incentives was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Financial and non-financial incentives motivate me to work.”, “The organization’s policies for promotion and advancement are always fair.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.846$).

Physical work environment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The working space area is sufficient and great enough.”, “The physical layout of workspaces is such that one does not get distracted by other employees’ activities.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.841$).

Employee’s performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Better physical environment enhances my efficiency of doing job.”, “Better guidance and supervision helps me to perform upward.”, and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.728$).

The following section describes the independent variables used in this study along with hypothesis formulation.

Work-life balance

Work-life balance is defined as people spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, friends and hobbies (Smith, 2010). It is a reflection of the needs for all employees to balance their work lives with their live off the job, regardless of whether or not they have day-to-day family responsibilities (Galinsky *et al.*, 1996). Work-life balance has been defined as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000). Organizations that identify, plan and implement work-life balance policies are receptive to changing nature of workplace and leads positive results in guise of high levels of job satisfaction and employees ‘performance (Bardoel *et al.*, 2000). Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between work-life balance and employee performance.

Supervisor support

According to Babin and Boles (1996), supervisor support enhances the employees’ performance. Supervisors can provide encouragement which leads to an increase in the employee self-confidence. Neubauer (2009) argued

that the control work practices which are supervision-oriented and supportive are significantly correlated to increased job satisfaction and lower turnover rates of the workers. According to Oswald (2012), Supervisors' support enhances employees' performance. Supervisors can provide encouragement which leads to an increase in the employee's self-confidence. Chandrasekhar (2011) stated that supervisor to their employees' is not limited to just resources but also motivation and encouragement. Motivation and encouragement play a big part in the performance of an employee. Based on it, the study develops following hypothesis:

H₂: There is a positive a relationship of supervisor support with employee performance.

Organizational culture

The set of beliefs, behaviors, norms and values helps in making culture most effective (Kotter and Heskett, 1992). Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. Pettigrew (1979) revealed that the multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness (Tichy, 1982). The norms and values of organization based upon different cultures influence on work force management (Awad and Saad, 2013). Based on this study develops the following hypothesis:

H₃: There is a positive relationship between organizational culture and employee performance.

Workplace incentives

According to Hicks and Adams (2003), incentives are mechanisms aimed at achieving a specific change in behavior. Organizations have resorted into the adoption of relevant and appropriate incentives in order to encourage employees to elicit their best skills while increasing their effort (Yap *et al.*, 2009). Incentives are used by organizations in order to reach certain goals, encourage a certain behavior and team-spirit for collective awards. Incentive systems are not universally applicable, but are likely to play a role

in enhancing individual effort or performance where the conditions and the scheme designed are right (Manjunath and Rajesh, 2012). Based on this study develops the following hypothesis:

H₄: There is a positive relationship between workplace incentives and employee performance.

Physical work environment

Physical environment included components of the workplace environment that comprises spatial layout and functionality of the surrounding (Kohun, 2002). The spatial layout of furniture was found to influence the amount and nature of conservation between individuals (Becker, 2002). Chandrasekhar (2011) concluded that type and quality of lighting system at workplace promotes working experience of employees which then results to increased performance and job satisfaction. Lighting, noise, color and air quality impact employees' performance (Sarode and Shirsath, 2014). Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between physical environment and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 179 observations. The dependent variable is EP (Employee's performance). The independent variables are WLB (work-life balance), SS (supervisory support), OC (Organizational culture), WI (Workplace incentives), PWE (Physical work environment).

Variables	Mean	S.D.	EP	WLB	SS	OC	WI	PWE
EP	1.853	0.685	1					
WLB	1.998	0.773	0.36**	1				
SS	2.001	0.792	0.48**	0.42**	1			
OC	1.846	0.692	0.36**	0.47**	0.40**	1		
WI	1.964	0.795	0.49**	0.43**	0.48**	0.42**	1	
PWE	1.930	0.756	0.44**	0.41**	0.51**	0.46**	0.53**	1

Notes: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels, respectively.

Table 2 shows that Kendall's correlation coefficients of dependent and independent variables. The study indicates that employees' performance is positively correlated to organizational culture, which indicates that better the organizational culture higher would be the employees' performance in Nepalese commercial bank. Likewise, physical workplace environment is positively correlated to employees' performance indicating that better the physical work environment, higher would be the employees' performance. Similarly, employees' performance has positive correlation with work- life balance, which means that more balance between personal and work life, more will be the employees' performance. The result also shows that supervisory support is positively correlated to employee performance, which indicates that better the supervisory support, higher will be employees' performance. Likewise, workplace incentive is positively correlated to employees' performance which indicates that increase in workplace incentive leads to increase in employees' performance.

Regression analysis

Regression analysis is a statistical process for estimating the relationships among variables. The regression results were estimated where this section deals with regression results from various specifications of the models to examine the estimated relationship of employees' performance with organizational culture, supervisory support, physical work environment, workplace incentives and work-life balance.

Table 2

Estimated regression result employees' performance with organizational culture, supervisory support, physical work environment, workplace incentives

and work-life balance in Nepalese commercial bank in Nepal

The results are based on 179 observations using linear regression model. The model is $EP = \beta_0 + \beta_1PS + \beta_2P + \beta_3CS + 4CL + \beta_5PI + \epsilon$ where the dependent variable is (EP) Employees performance. The independent variables are WLB (work-life balance), SS (supervisory support), OC (Organizational culture), WI (Workplace incentives), PWE (Physical work environment).

Model	Intercept	Regression coefficients of					Adj. R_bar ²	SEE	F-value
		WLB	SS	OC	WI	PWE			
1	1.101 (8.515)**	0.377 (6.245)**					0.176	0.62258	39.006
2	0.868 (7.543)**		0.493 (9.210)**				0.320	0.56548	84.828
3	1.060 (8.017)**			0.430 (6.404)**			0.184	0.61970	41.017
4	1.060 (8.017)**				0.517 (9.976)**		0.356	0.55025	99.525
5	0.899 (7.591)**					0.494 (8.647)**	0.293	0.57667	74.764
6	0.686 (5.271)**	0.173 (2.815)*	0.411 (6.80)**				0.346	0.55473	48.037
7	0.592 (4.324)**	0.116 (1.734)*	0.374 (6.012)**	0.153 (2.050)*			0.357	0.54975	34.009
8	0.481 (3.680)**	0.041 (0.626)	0.256 (4.043)**	0.090 (1.256)	0.313 (4.890)**		0.432	0.51695	34.825
9	0.437 (3.344)**	0.023 (0.355)	0.218 (3.367)**	0.052 (0.722)	0.269 (4.080)**	0.161 (2.294)*	0.445	0.51073	29.595

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Employee's performance is dependent variable.

The regression results show that the beta coefficients for work life balance are positive with employees' performance. It indicates that work life balance has a positive impact on employee's performance. This finding is consistent with the findings of Khatri and Behl (2013). Similarly, the beta coefficients for supervisory support are positive with employee's performance in Nepalese commercial banks. This indicates that supervisory support has a positive impact on employees' performance. This finding is similar with the findings of Chiaburu and Takleab (2005). Similarly, the results show that the beta coefficients for organizational culture are positive with employees' performance. It indicates that organizational culture has a positive impact on employee's performance. This finding is similar with the findings of Pettigrew (1979). Similarly, the results show that the beta coefficients for workplace

incentives are positive with employees' performance. This indicates that workplace incentives has positive impact on employees' performance. This finding is consistent with the findings of Petrescu and Simon (2008). Similarly, the beta coefficients for physical work environment are positive with employee's performance. This indicates that physical work environment has positive impact on employees' performance. This finding is similar with the findings of (Kohun, 2020).

4. Summary and conclusion

This study can provide valuable insights on career adaptability and how it can effect employees' performance. It will also be helpful for the banks as it gives a clearer picture to them regarding employees' concern about performance. It can also be helpful to generate useful ideas during human resources planning that could be used to increase career adaptability and employees' performance.

This study attempts to examine the effect of workplace environment on the employee's performance in Nepalese commercial banks. The study is based on primary data collected from 20 commercial banks with 179 respondents.

The study showed that work-life balance, supervisory support, organizational culture, workplace incentives and physical work environment has positive relationship with the employee's performance. The study also concluded that the most influencing factor is work incentives followed by physical work environment that explains employee's performance in Nepalese commercial banks.

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