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Effects of Workplace Environment on Employee Performance in Nepalese Commercial Bank

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Abstract

This study examines the effects of workplace environment on employee performance in Nepalese commercial bank. Employee performance is the dependable variable. The independent variables are organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities. The primary source of data is used to assess the opinions of the respondents regarding the effects of workplace environment on employee performance in Nepalese commercial bank. The study is based on primary data of 170 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the different factors affecting on employee performance in Nepalese commercial bank.

The result shows that organizational culture has a positive impact on employee performance. It indicates that better organizational culture leads to increase in employee performance in Nepalese commercial bank. Similarly, interpersonal relationship has a positive impact on employee performance. It shows that increase in interpersonal relationship leads to increase in employee performance. Likewise, management support has a positive impact on employee performance. It implies that increase in management support leads to increase in employee performance. Further, work life balance has a positive impact on employee performance in Nepalese commercial bank. It indicates that better work life balance leads to increase in employee performance. Moreover, training and development opportunities have a positive impact on employee performance. It means that increase in training and development opportunities leads to increase in employee performance.

Keywords: employee performance, organizational culture, interpersonal relationship, management support, work life balance, training and development opportunities

1. Introduction

A workplace environment refers to the physical and cultural conditions under which employees work. It includes both the tangible elements, such as the office layout, facilities, and equipment, as well as the intangible aspects like company culture, team dynamics, communication styles, and work policies. A positive workplace environment fosters employee productivity, satisfaction, and well-being, while a negative one can lead to stress, disengagement, and high turnover. The workplace environment plays a critical role in influencing employee performance, particularly in the banking sector. A conducive environment, encompassing physical conditions, organizational culture, and managerial support, has been found to enhance employee productivity and satisfaction (Vischer, 2007). Proper lighting, ergonomic furniture, and reduced noise levels contribute to physical well-being and efficiency (Dul and Ceylan, 2011). However, inadequate managerial support and poorly designed work spaces can negatively affect motivation and productivity (Kahya,

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2007). According to the transformation leadership, which encourages innovation, motivation, and intellectual stimulation, has been linked to higher employee performance (Bass, 1990). Similarly, study shows that environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles *et al.*, 2004).

Taiwo *et al.* (2010) examined that the influence of work environment on employees' performance: A case study of Nigerian telecommunication industry. The study stated that motivational factors such as recognition, job security, and career advancement opportunities influence an employee's commitment to the organization and their performance levels. Similarly, Cunnen *et al.* (2006) investigated that the impact of a positive work environment on employee turnover, fraud reduction, safety practices, and employee well-being. The study showed that positive workplace environment is likely to result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' well-being. Likewise, Luthans *et al.* (2011) analyzed that the psychological capital: Developing the human competitive edge. The study highlighted personal and professional needs of employees, these programs help create a sense of loyalty and organizational attachment, leading to increased productivity and overall performance. Further, Borman and Motowidlo (2004) assessed that the expanding the criterion domain for personnel selection: A model of job performance. The study stated that the employees' performance is the most important dependent variables in an industrial and organizational psychology and some main application need to be applied as to improve the employees' performance. Moreover, Gitahi and Samson (2014) examined that the effect of workplace on employee performance in Nepalese commercial bank. The study showed that the physical aspects were did not have a significant effects on employee performance while the psychological and work life balance factors were significant. However, Awan and Tahir (2015) analyzed that the impact of working environment on employee's productivity: A case study of banks and insurance companies in Pakistan. The study found that attendees gave their evaluations whether workplace environment has a real effect on their productivity level. Behavioral components of office environment have a greater effect on productivity, than the physical components alone. Satisfaction of employees towards overall workplace environment leads to productivity. Additionally, Adiele and Nnamseh (2019) assessed that the relationship between workplace interpersonal relationship and customer satisfaction in commercial banks in Port-Harcourt. The study discovered that amongst the dimensions of workplace relationship used in this study that team building and relational justice were found to be the most significant predictors of customer satisfaction in money deposit banks.

Naharuddin and Sadegi (2013) evaluated that the factors of workplace environment that affect employee performance: A case study of Miyazu Malaysia. The study showed that only supervisor support is not significant towards the employees' performance. The study also found that the job aid and physical workplace environment are having a significant relationship towards the employees' performance. Similarly, Agbozo *et al.* (2017) investigated that the effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. The study revealed that all workplace environment factors had positive linear relationship with their work place performance in the commercial bank. The study also found that modeling of the employees' performance against the workplace environment factors showed at 5% significant level the multiple linear regression model was statistically significant (p-value 0.001). Likewise, Fernando and Dissanayake (2019) studied that the

effect of job rotation practices on employee job performance; Mediating role of intrinsic motivation (with special reference to the private commercial banks in Sri Lanka). The study demonstrated that will be beneficial for the employers to structure their job rotation practices to develop employee performances in the future. Further, Az-zaakiyyah *et al.* (2022) examined that the Islamic rural bank employee performance: Role of motivation, compensation, and work environment. The study found that compensation was a deterrent for companies that have not received awards in the previous five years. The study also stated that the company's management must pay more attention to work compensation related to more efficient and effective use of human resources. This higher the employees' salary, the more achievements achieved by the employees. This higher the number of high-performing employees, the lower the cost of non-essential work.

Ahmad *et al.* (2023) analyzed that the relationship between flexible work and job performance among bank employees. The study found that a significant model which confirms the existence of the effect between flexible work and job performance. 69.6 percent of the variation in job performance can be explained by flexible work ($R^2 = 0.696$). Similarly, Sadewo *et al.* (2021) assessed that the influence of working environment to employee performance mediated by work motivation: A study of Malang, Indonesia retail stores. The study demonstrated that all the identified factors were predictors of employee engagement (r^2 , 0.672), however, the variables that had major impact were working environment and team and co-worker relationship. The study also revealed that the employee engagement had significant impact on employee performance (r^2 , 0.597). Likewise, Zhenjing *et al.* (2022) investigated that the impact of workplace environment on employee task performance under the mediating role of employee commitment and achievement-striving ability. The study observed that workplace environment triggered employee commitment and employee achievement-striving ability which further improved employee performance. Further, Suharmono *et al.* (2023) evaluated that the work environment, work ability and work discipline in improving employee performance. The study found that be a reference for government in the district area in order to improve employee performance that has a good impact on the quality of public services to the citizens. Moreover, Kebede and Fikire (2022) examined that the demographic and job satisfaction variables influencing academic staffs' turnover intention in Debre Berhan University, Ethiopia. The study argued that pay and benefits, working environment, and ethnicity were found to be the significant factors that affect academic staff turnover intention. The study also suggested that the management of the university and the Ministry of Education, in order to increase the staff's salary based on the current labor market, develop different benefits packages such as building them residence houses, providing health insurance and facilitating credit services for different purposes by collaborating with banks and other financial institutions.

In the context of Nepal, Shrestha and Parajuli (2020) examined that the impact of merger and acquisition practice on job stress: Evidence from Nepal. The study found that joint venture banks stood at top, state owned banks in second and private banks in the bottom to adopt learning and growth perspective performance. The study also found that among the fourteen items used for assessment of learning and growth performance, improving employee capabilities, teamwork, and better culture and leadership were more emphasized areas by the banks to enhance learning and growth performance. Similarly, Paudel *et al.* (2023) analyzed that the cyberloafing and work performance of employees in Nepalese commercial banks. The study showed that social factor has a significant positive effect on

intention to cyberloaf, whereas perceived consequences and affect have an insignificant effect on intention to cyberloafing and intention to cyberloafing has a positive influence on actual cyberloafing behavior, whereas habit and facilitating conditions have an insignificant effect. Moreover, cyberloafing has a significant positive effect on the work performance of employees. Likewise, Palikhe and Thapa (2023) assessed that the impact of training on the performance of employees in the commercial banks of Nepal. The study revealed that the work environment, both physical and non-physical, has a partial and also simultaneous influence on employee performance. Further, Thapa (2024) investigated that the effect of flexible work environment on employee job satisfaction of Nepalese commercial banks. The study showed that there is a strong positive correlation between the dependent variable and the set of independent variables. Moreover, Cheetri and Adhikari (2017) ascertained that workplace environment and employee performance in Nepalese bank: A case of Kathmandu valley. The study stated that the physical work environment, including office space, tools, and technology, is found to enhance task completion, improve focus, and reduce stress, ultimately improving performance.

The above discussion reveals that the empirical evidences vary greatly across the studies concerning the effects of workplace environment on employee performance in Nepalese commercial bank. 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 objective of the study is to analyze the effects of workplace environment on employee performance in Nepalese commercial bank. Specifically, it examines the effect of organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities on employee performance in Nepalese commercial bank.

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 primary sources of data which were gathered from 7 different province of Nepal. For primary data a structured questionnaire was used. This study contains a sample of 7 province of Nepal whose respective data are collected from a total of 170 respondents. The respondents' views were collected on organizational culture, interpersonal relationship, management support, work life balance, training and development opportunities and employee performance. This study is based on descriptive as well as casual comparative research designs.

The model

The model used in this study assumes that employee performance depends upon effects of workplace environment. The dependent variable selected for the study is employee performance. Similarly, the independent variables are organizational culture, interpersonal relationship, management support, work life balance, training and development opportunities. Therefore, the model estimated in this study is stated as follows:

$$EP = \beta_0 + \beta_1 OC + \beta_2 IPR + \beta_3 MS + \beta_4 WLB + \beta_5 TDO + e$$

Where

EP= Employee performance

OC= Organizational culture

IPR= Interpersonal relationship

MS= Management support

WLB= Work life balance

TDO= Training and development opportunities

Organizational culture was measured using a 5-point Likert scale where respondents indicate their level of agreement using 1 for strongly disagree and 5 for strongly agree. There are 5 items and 45 sample items include "Culture supports diversity and inclusive", "Organizational culture impacts employee performance positively" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.424$).

Interpersonal relationship was measured using a 5-point Likert scale where respondents were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Colleagues maintain a healthy and supportive relationship", "Conflict resolution mechanisms are effective in the workplace" The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.439$).

Management support was measured using a 5-point Likert scale where respondents were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Management actively supports employees in achieving goals", "Constructive feedback is provided regularly by management" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.537$).

Work life balance was measured using a 5-point Likert scale where respondents were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Flexible working hours are available in my organization", "Employees can manage work and personal life effectively" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.400$).

Training and development opportunities was measured using a 5-point Likert scale where respondents were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees have access to growth and development programs", "Training and development improve overall performance" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.469$).

Employee performance was measured using a 5-point Likert scale where respondents were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "A positive workplace environment enhances employee performance", "Supportive management increases job satisfaction" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.618$).

The following section describes the independent variables used in this study along

with the hypothesis formulation.

Organizational culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and attitudes of employees within an organization. For instance, transformation leadership has been found to play a significant role in shaping organizational culture by promoting innovation, fostering trust, and encouraging collaboration among employees (Bass, 1990). Similarly, O'Reilly *et al.* (1991) stated that the strong organizational culture, one that aligns employee values with organizational goals, has been linked to improved job satisfaction, higher morale, and reduced turnover rates. Moreover, Schein (2010) revealed that the cultural alignment between employees and their organization has been shown to foster greater organizational commitment and performance, influencing not only internal operations but also the company's ability to adapt to external challenges. Based on it, this study develops following hypothesis:

H₁: There is positive relationship between organizational culture and employee performance.

Interpersonal relationship

Interpersonal relationships refer to the connections and interactions between individuals, whether they are personal or professional. In the workplace, these relationships are essential for creating a collaborative, efficient, and positive environment. According to Roberson (2012), interpersonal relationships are shaped by the ways individuals interact with one another and the quality of those interactions, which can range from casual acquaintances to deeper, more meaningful connections. In a professional environment, these relationships often involve cooperation, teamwork, and the exchange of information to achieve organizational goals (Saks, 2006). According to Bar-On (1997), high EI contributes to greater empathy and social awareness, skills that are essential for cultivating positive interpersonal relationships. This is particularly important in the workplace, where effective communication, conflict resolution, and collaborative teamwork are essential for achieving organizational goals and maintaining a harmonious work environment. Moreover, strong interpersonal relationships foster social capital within the organization, which contributes to the flow of information, knowledge sharing, and problem-solving among colleagues (Nahapiet and Ghoshal, 1998). Based on it, this study develops following hypothesis:

H₂: There is positive relationship between interpersonal relationship and employee performance.

Management support

Management support refers to the assistance, guidance, and resources provided by leadership to employees to help them perform their jobs effectively and achieve organizational goals. Support from management is often perceived as a signal of organizational commitment, which can have a significant impact on employee morale and job satisfaction. When employees perceive their management as being supportive, they are more likely to exhibit increased job satisfaction, higher levels of commitment, and greater performance outcomes. Li *et al.* (2015) argued that management support is vital in driving successful technology adoption and in creating a culture of innovation within organizations. Employees who perceive high levels of management support are more likely to stay committed to the organization and

invest in its long-term success, as they feel that their contributions are recognized and valued by leadership (Eisenberger *et al.*, 2002). Organizational leaders who foster an environment of support also contribute to positive organizational outcomes, including higher productivity, employee retention, and overall organizational success (Barling *et al.*, 2002). Based on it, this study develops following hypothesis:

H₃: There is positive relationship between management support and employee performance.

Work life balance

Work-life balance refers to the ability of an individual to effectively manage the demands of their work and personal life in a way that promotes overall well-being. It involves striking a healthy equilibrium between professional responsibilities and personal activities, such as spending time with family and friends, pursuing hobbies, and taking care of oneself. Work-life balance is essential for preventing burnout, improving job satisfaction, and enhancing overall life satisfaction (Kelliher and Anderson, 2010). Similarly, Ahmad *et al.* (2023) found that a significant model which confirms the existence of the effect between flexible work and job performance. 69.6 percent of the variation in job performance can be explained by flexible work ($R^2 = 0.696$). When employees perceive a positive work-life balance, they are more likely to experience lower stress levels, higher job satisfaction, and improved health outcomes (Frone, 2003). Additionally, employees who manage to maintain a balanced lifestyle report higher levels of engagement at work, better performance, and greater organizational commitment (Ernst Kossek and Ozeki, 1998). Based on it, this study develops following hypothesis:

H₄: There is positive relationship between work life balance and employee performance.

Training and development opportunities

Noe (2017) stated that the training is designed to improve job performance by increasing employees' technical competencies, while development focuses on preparing employees for future roles and responsibilities within the organization. When employees receive opportunities for training, they tend to experience higher levels of job satisfaction because it signals that the organization is committed to their growth and development (Eisenberger *et al.*, 2002). Training programs can lead to better employee performance by improving employees' efficiency and productivity (Arthur *et al.*, 2003). Employees who feel that they are given a chance to grow are more likely to stay with the organization, which reduces turnover and enhances employee loyalty (Hausknecht *et al.*, 2009). Organizations that prioritize training and development opportunities are viewed more favorably by their workforce, leading to a more positive organizational culture and higher levels of employee morale (Kumar and Arora, 2014). By investing in employees' professional growth, companies not only foster a more motivated and productive workforce but also build a reputation as an employer of choice, making it easier to attract and retain top talent (Becker and Huselid, 2006). Training programs also serve as a tool for improving employee retention. The study has demonstrated that employees are more likely to stay with an organization that provides them with continuous learning opportunities (Hausknecht *et al.*, 2009). Based on it, this study develops following hypothesis:

H₅: There is negative relationship between training and development opportunities and employee performance.

2. 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 variable and independent variables. The correlation coefficients are based on 170 observations. The dependent variable is EP (Employee performance). The independent variables are OC (Organizational culture), IPR (Interpersonal relationship), MS (Management support), WLB (Work life balance) and TDO (Training and development opportunities).

Variable	Mean	SD	SWM	MSWM	WS	RP	HP	EC
EP	3.159	0.7859	1					
OC	3.055	0.6849	0.267**	1				
IPR	3.054	0.6934	0.274**	0.287**	1			
MS	3.14	0.7258	0.278**	0.172**	0.174**	1		
WLB	3.055	0.6776	0.221**	0.267**	0.263**	0.190**	1	
TDO	3.02	0.7076	0.212**	0.193**	0.136*	0.275**	0.209**	1

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

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that organizational culture is positively correlated to employee performance. It means that better organizational culture leads to increase in employee performance. Similarly, there is a positive relationship between interpersonal relationship and employee performance. It means that increase in interpersonal relationship leads to increase in employee performance. Likewise, management support has a positive relationship with employee performance. It shows that increase in management support leads to increase in employee performance. Furthermore, there is a positive relationship between work life balance and employee performance. It indicates that better work life balance leads to increase in employee performance. Moreover, training and development opportunities has a positive relationship with employee performance. It indicates that increase in training and development opportunities leads to increase in employee performance.

Regression analysis

Having indicated Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities on employee performance in Nepalese commercial bank.

Table 2

Estimated regression result of organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities on employee performance

of Nepalese commercial bank

The results are based on 170 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 OC + \beta_2 IPR + \beta_3 MS + \beta_4 WLB + \beta_5 TDO + e$, where the dependent variable is EP (Employee performance). The independent variables are OC (Organizational culture), IPR (Interpersonal relationship), MS (Management support), WLB (Work life balance) and TDO (Training and development opportunities).

Models	Intercepts	Regression coefficients of					Adj. R_bar ²	SEE	F-value
		OC	IPR	MS	WLB	TDO			
1	1.361 (5.737)**	0.587 (7.71)**					0.251	0.6712	59.439
2	1.44 (6.058)**		0.563 (7.416)**				0.242	0.6842	54.993
3	1.369 (5.982)**			0.57 (8.023)**			0.273	0.6703	64.371
4	1.507 (6.084)**				0.541 (6.824)**		0.213	0.6974	46.616
5	1.658 (6.974)**					0.497 (6.486)**	0.196	0.7049	42.074
6	0.816 (3.163)**	0.402 (4.831)**	0.364 (4.430)**				0.331	0.6428	42.825
7	0.300 (1.143)	0.301 (3.738)**	0.268 (3.377)**	0.357 (4.981)**			0.415	0.6014	40.891
8	0.173 (0.639)	0.259 (3.116)**	0.231 (2.843)**	0.325 (4.446)**	0.152 (1.82)		0.423	0.5972	31.924
9	0.068 (0.249)	0.235 (2.806)**	0.226 (2.799)**	0.285 (3.744)**	0.121 (1.421)	0.137 (1.750)	0.43	0.5935	26.471

Notes:

- i. Figures in parenthesis are t-values
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee performance is the dependent variable.

Table 2 shows that the beta coefficients for organizational culture are positive with employee performance. It means that organizational culture has a positive impact on the employee performance. This finding is consistent with the findings of O'Reilly *et al.* (1991). Similarly, beta coefficients for interpersonal relationship are positive with employee performance. It indicates that interpersonal relationship has a positive impact on the employee performance. This finding is consistent with the findings of Saks (2006). Likewise, beta coefficients for management support are positive with employee performance. It shows that management support has a positive impact on employee performance. This finding is consistent with the findings of Eisenberger *et al.* (2002).

Further, beta coefficients for work-life balance are positive with employee performance. It indicates that work-life balance has a positive impact on employee performance. This finding is consistent with the findings of Ernst Kossek and Ozeki (1998). Moreover, beta coefficients for training and development opportunities are positive with employee performance. It indicates that training and development opportunities have a positive impact on employee performance. This finding is consistent with the findings of Arthur *et al.* (2003).

4. Summary and conclusion

The workplace environment refers to the physical, psychological, and social conditions in which employees work. It plays a significant role in shaping the experiences, attitudes, and behaviors of employees, ultimately affecting their performance and well-being.

The workplace environment in Nepalese commercial banks significantly affects employee performance, encompassing factors such as physical workspace, organizational culture, leadership style, training opportunities, technology, and rewards systems. A positive work environment helps in reducing stress, improving motivation, and enhancing job satisfaction, leading to better employee performance. On the contrary, a negative environment, with inadequate support, resources, and poor leadership, can have detrimental effects on employee productivity and retention. For Nepalese commercial banks to remain competitive and efficient, creating a positive, supportive, and development-focused work environment should be a priority.

This study provides insightful information regarding the effects of workplace environment on employee performance in Nepalese commercial bank. The study analyzes various significant variables that could effects employee performance. These variables include how organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities influence employee performance in Nepalese commercial bank.

This study attempts to examine the effects of workplace environment on employee performance in Nepalese commercial bank. The study is based on primary data with 170 observations.

The major conclusion of the study is that organizational culture, interpersonal relationship, management support, work life balance and training and development opportunities have a positive relationship with employee performance. The study also concludes that management support is the most significant factor followed by organizational culture, interpersonal relationship, work life balance and training and development opportunities that influence the effects of workplace environment on employee performance in Nepalese commercial bank.

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