

Work Environment and Employee Work Performance in Selected Deposit Money Banks in Bayelsa State, Nigeria.

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Abstract

This study examined the relationship between work environment and employee work performance in selected deposit money banks in Bayelsa State, Nigeria. An Exploratory Research Design was adopted in studying the six selected banks. These six banks were selected using the convenience sampling method. And the respondent employees (unity of analysis) for the sample were selected using a simple random sampling method. Krejcie and Morgan (1970) table of population and sample size determination was used to arrive at the number of respondents engaged for this study. From the field survey, we retrieved and analysed one hundred and six (106) sets of questionnaires using Spearman's Rank Order Correlation Coefficient to determine the relationship existing between the variables. The findings revealed that the dimensions of work environment namely; leadership style, communication and co-ordination, conflict management, and staff cohesion displayed significant relationship with employee work performance. Therefore we concluded that, there is a statistically significant and positive relationship between work environment and employee work performance towards the course of the organization. This motivated our recommendation for banks operating in this contemporary volatile, dynamic, and unpredictable business environment to make deliberate effort to among others create a more favourable work environment, as this will encourage the employees to exhibit positive attitude to work while at the same time preventing dissatisfaction and disloyalty; and hence, enhancing their work performance towards the accomplishment of the organisation's goal and objectives to attain sustainable competitive advantage.

Keywords: Communication; Conflict Management, Employee Work Performance

Introduction

The unpredictable and dynamic influence of globalisation and competitiveness has made the performance of employees to become strategic in contemporary, and even future organisations especially; as the fact that the employee is the most important resources in any organisation must remain indisputable if that organisation must accomplish her goal and objectives in the most effective and efficient ways. According to Pradhan and Jena (2016), in order to utilize the Human Resource optimally and augment organisational success, effective employee performance management system is a necessity for a business organisation. And hence, any organisation with a vision to exist on the '*going-concern principle*' needs to have performance driven goal and objectives. And this, in the views of Jena and Pradhan (2014); London (2003); and Mone and London (2009) are expected to be aligned with the organisational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective. It is important to note that, this is a key reason why some organisations perform better than others in modern multi-dimensional business environment characterised by very high level of uncertainty and unpredictability.

Therefore, in this era that the Nigeria's banking industry has grown rapidly and become more highly competitive than it was few decades ago; for any bank to remain relevant and attain sustainable competitive advantage especially in the long term, it has to factor into its policy and strategy formulation the post-globalisation effects of the rise of knowledge worker and the

changing nature of work performance from emphasising the physical work environment that has to do with issues such as temperature, ventilation, office layout, systems, processes, structures, office building, noise level, and tools among others, to start emphasising more on what Chandrasekar (2011) called the human work environment, which in the views of Temkin-Greener *et al.* (2009) has to do with leadership style, communication and coordination, conflict management, and staff cohesion. It is also important to note that, Hamid and Hassan (2015) assert that, when the workplace environment is inappropriate, employee productivity and performance will tend also decrease. And further studies have shown that, no organisation can purposely allow this to happen as employee performance is by nature, multidimensional and essential for organisational success (Campbell, 1990; Dyne *et al.*, 2002)

At this juncture, it is imperative to re-echo the fact that, existing literatures in Business and Management Sciences on the relationship between Work Environment and Employee Work Performance or Productivity are basically concerned with the physical aspect of the work environment (office location, office set-up, noise level, ventilation, equipment, communication process, office size among others); with only very few though growing literatures that deal with the relationship between the Human aspect of the Work Environment and Employees Performance. We can justify this position by making reference to the following empirical researches among others: “Impact of Working Environment on Employee’s Performance (Awan & Tahir, 2015)”; “The Influence of Workplace Environment on Workers Welfare, Performance, and Productivity (Ajala, 2012)”; “The Impact of Working Environment on Employees’ Performance: The Case Study of Institute of Finance Management in Dar es Salaam Region, Tanzania (Bushiri, 2014)”; “The Relationship Between Workplace Environment and Job Performance in Selected Government Offices in Shah Alam Town, Kenya (Hamid & Hassan, 2015)”; “Factors Affecting the Employee’s Performance: A Case Study of Banking Sector in Pakistan (Iqbal *et al.*, 2015)”; “The Influence of Work Environment on Bank Employees Performance: A Case Study of Commercial Banks in Machakos Town, Kenya (Kitchuka, 2015)”; “A Study of Work Environment and Employees’ Performance in Pakistan (Malik *et al.*, 2011)” and “Work Environment and Employees’ Commitment in Agro-Based Industries in Cross River State, Nigeria (Ushie *et al.*, 2015)” among others.

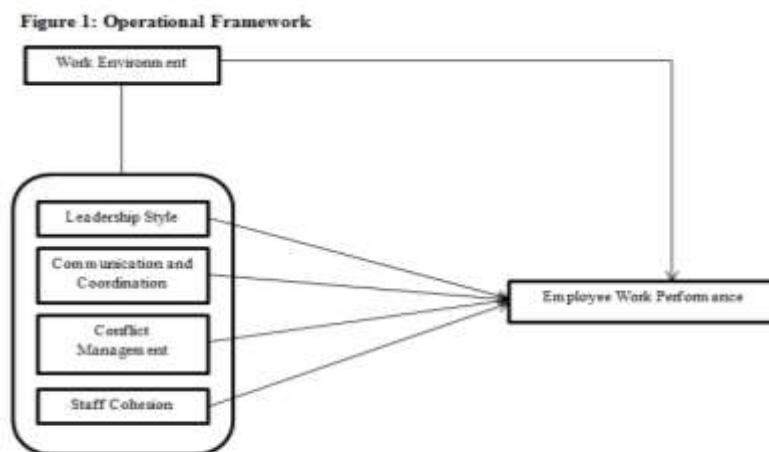
Finally, with regards to the above, the knowledge gap was thus, empirical studies in business and management sciences in relation wholly to the human aspect (compared to the physical aspect) of work environment as it influences employee work performance was scanty. And also emerging theories and researches (especially in medical sciences) focussing on complex adaptive systems as we have today have suggested that relationships among co-workers within an organisation can impact performance (Wunderlich *et al.*, 2001). Hence, as a contribution to the existing body of knowledge; the researchers resolved to study the human aspect of work environment by adapting the following dimensions of work environment: leadership, communication and coordination, conflict management, and staff cohesion from Shortell *et al.* and Temkin-Greener *et al.* both as cited in Temkin-Greener *et al.* (2009); and studied their impact(s) on employee work performance.

Statement of the Problem

Strategically, employees are the most important resources in any organisation. To emphasise this, we must understand that, no matter the level of development in the world of science and technology, nothing can be made or invented to be directly equivalent or compared to the human resources in functions, styles, and/or in any other ramifications that can be imagined as far as it work performance is concern. No doubt, the effects of globalisation, competitiveness, and advancement in science and technology have made the use of robots a common sight in advanced economies of Europe and America under the supposed justification of performing tasks faster compared to humans. This also has to a very large degree the limitation of rational thinking (in decision making and/or problem solving) compared to the same humans. Which means that, unlike the human resources, these robots or machines can only perform the pre-determined functions for which they were made. The implication of this is that, they cannot reason on their

own, and hence they cannot give organisation an all-round sustainable competitive advantage in this contemporary volatile, dynamic, unique, and unpredictable business environment.

Therefore from the above, it is important to note that, no matter how an organisation is in terms of the office location, layout, ventilation level, systems design and arrangement, structures, communication process, and all other components that constitute the physical work environment; the desired level of performance to attain a sustainable competitive advantage cannot be achieved without a strategically positioned and motivated human work environment in terms of the styles and nature of leadership (supervisor or manager), effective and efficient conflict management techniques, appropriate communication and coordination among employees or between superiors and subordinates, and general staff cohesion. At this juncture, one begins to wonder what could be the possible justification on why researches in Business and Management Sciences especially in this contemporary era be focussed mainly on the impacts of the physical work environment on employee work performance; and why not mainly and fundamentally the human work environment knowing the strategic nature of the relationship between superiors and subordinates and even among peers at work, who need to work in synergy or team for the survival and growth of any organisation. Therefore, to satisfy our inquisitive minds and others, we have to embark on this study focussing on the relationship between human work environment and employee work performance.



Source: Dimensions of Work Environment adapted from Temkin-Greener et al. (2009).

Research Questions

With the above stated objectives, the following research questions became necessary:

1. What is the relationship between leadership style and employee work performance?
2. What is the relationship between communication and coordination and employee work performance?
3. What is the relationship between conflict management and employee work performance?
4. What is the relationship between staff cohesion and employee work performance?

Research Hypotheses

H₀₁: There is no significant relationship between leadership style and employee work performance.

H₀₂: There is no significant relationship between communication and coordination and employee work performance.

H₀₃: There is no significant relationship between Conflict management and employee work performance.

H0₄: There is no significant relationship between staff cohesion and employee work performance.

Literature Review

Generally, work environment can be described as the location where employees perform their tasks. And in the views of Awan and Tahir (2015), from business perspectives, when we talk about work environment, we strictly mean an environment where employees work collectively to achieve organisational objectives. Hence, a good working environment exists when all the essential needs and facilities that could help employees do their works are provided (Nakpodia, 2011). Also according to Sikalieh and Mutia as cited in Hanaysha (2016), work environment is the physical geographical location of a job and its close surroundings (generally the instruments and equipment that are vital to the performance of diverse tasks for doing the job). In addition, Vischer (2007) described work environment to include the integration of psychosocial dimensions which has to do with employer relationship, motivation and progression, career demands, and social support. And in line with Vischer's views, we can agree with Opperman as cited in Hanaysha (2016) that work environment consists of three main sub-environments: human environment, organizational environment, and technical environment. And Opperman further explained that, human environment represents the peers, others with whom the workers relates, work group team, interactional issues, leadership style, and the management of an organisation. The human environment is designed in a way that inspires informal communications at the work place so that the opportunities for knowledge sharing and exchange of ideas can be reinforced. On the other hand, organisational environment refers to the systems, rules, practices, values, and philosophies with the management's control over them. And finally, the technical environment includes the tools, equipment, technological infrastructure, and other technical elements.

In general, work environment plays an important role in improving organisational outcomes. And the importance of work environment can never be over-emphasised in this contemporary dynamic, uncertain, and unpredictable world of business. Hence, it is regarded as the most important factor for developing employee's satisfaction as today's workplaces are different, varied, and regularly changing (Ajala, 2012). And how well employees feel involved with their organisation, particularly with their close environment, affects to a large extent their levels of innovation, relationships with other employees, absenteeism, and willingness to stay in the organisation (Sehgal, 2012). Awang and Tahir (2015) further confirmed Sehgal's (2012) position that, work environment is necessary to increase employees' productivity. They added that, factors such as supervisor support, worthy relationships with co-workers, training and development programs, attractive incentives and recognition plans, and reasonable work load are vital to create a working environment that can affect employees' productivity. Moreover, in the views of Taiwo (2010), environment is one of the main factors that can affect employees' performance. We can therefore interpret this to mean that, a conducive work environment reinforces employees' well-being; and this will enable them to exert higher efforts in doing their tasks with higher motivation that is necessary to higher productivity levels (Akinyele, 2007). No wonder, Taiwo (2010) postulated that, in order to survive and grow in a market environment that is characterized by high competition; organisations are responsible for ensuring appropriate working environment to increase employees' performance. At this point, our additional review of relevant literatures for this study were in line with Chandrasekar's (2011), and Opperman's human subsection of the work environment emphasising the dimensions adapted, as cited in Temkin-Greener et al. (2009): Leadership Style, Communication and Coordination, Conflict Management, and Staff Cohesion as this was the direction of our research.

If any organisation must accomplish her goal and objectives the relationships between the leaders (or managers) and the employees are critical. The essence of the above is to create an atmosphere for a smooth interpersonal relationship among the subordinates or superiors, and/or between the superiors and subordinates as the case may be. This is essential, especially as every employee joins an organisation with his/her personal goal to also accomplish side by side the organisational goal. Therefore to avoid conflict of interest with all its negative impacts on employee's performance at the expense of the organisation's goal and objectives; the leader (or manager)

must learn to adopt the appropriate style of leading as the prevailing circumstance at any given time demands. And hence, according to Osabiya and Ikenga (2015), leadership can be defined as the exercise of influence in a social situation in which the followers attribute leadership qualities to the leader (influencer). And they added that, Leaders are leaders because other people view them as such. In this direction, Maxwell (2002) says that, the 21st century leader is one who empowers others to be leaders. As such, Managers and supervisors must know the best possible techniques, challenges and benefits of facilitative leadership. According to him, “the old world was composed of bosses who told you what to do and think and made all the decisions. In this new world, no manager can know everything or make every decision needed to be successful; a manager has to work in partnership and in collaboration with everyone, in order to tap everyone’s ideas and intelligence. Finally, contemporary managers are supposed to be coaches, counsellors and team builders. Their job therefore, is to find people with talent and skill, and help to enhance their performance towards common goals of the organisation. This is in agreement with the views of Mehrabi et al. (2012) that, when the leader is able to mobilize and coordinate human forces by emphasizing human relations, his action will lead to satisfaction, and improvement of employees’ performance invariably.

According to Rum et al. (2013); one knowledge and skill that need to be owned by leaders, managers, and/or administrators is conflict management. Organisational employees inevitably face conflict in performing their task. This is basically because; conflict is a process of incompatible behaviours (Agwu, 2013; and Fajana, 1995). And they also shared the view that, it may involve the interference or disruption (by one person or group of persons) in some way or ways which make another’s action less likely to be effective. And according to Deutsch (1973), conflict inevitably means that people are working against each other, in such a manner that what one wants is incompatible with that which another wants. To this end, Conflicts can occur between superiors and subordinates; among superiors, among subordinates, and even between members of organisation and outside organisation. Hence, we can see that, Organisational Conflict is inevitable and natural in a process of interaction between individuals or employees (Rum et al., 2013). Therefore, managers must make conscious effort to manage conflict properly, or else it will negatively affect the level of employees’ performance, and this will frustrate the accomplishment of the goal and objectives of the organisation.

The importance of communication and coordination to enhancing employees’ performance towards organisational survival, growth, and profitability can never be over-emphasised. The above is so important to the extent that, McKinney et al. (2004) compare it to blood flow in the human body. And according to Nebo et al. (2015), Communication is a means of bringing about change, and it is also the mainstream of any organisation’s growth. They further asserted the importance of communication in the need to form interaction and understanding of management-employee relations. And this will bring about increased performance of all parties involved in the communication process or chain. Also according to Stephen (2011), communication is a critical factor in directing and mobilizing (or coordinating) the workforce towards the accomplishment of the organisational goal or objectives. Still in the views of Nebo et al. (2015), any organisation that understands the importance of communication, uses it in their organisational environment. Especially, as it facilitates the coordination of factors of production, and most importantly material and human elements of organisation as an efficient network of change and advancement. Hence, poor communication rank as the single most important reason that people do not advance in their career (Lepsinger & Luacia, 2009); and the implication of this is that, most organisational conflict has been traced to breakage in communication. And whenever these conflicts turn dysfunction, employees’ performance suffers, and this has an ultimate effect of frustrating the organisation’s accomplishment of its goal and objectives.

Talking about staff cohesion, we mean the bonding process between and among the staff members of the organisation to work toward unified organisational goal and objectives. Through this bond among staff members, they voluntarily lend helping-hands to other co-workers to help them pursue common goal and objectives for the organisation. This is in line with the

management principle of unity of direction. This is strategically important because, success in team depends on not only the individual efforts and skills of each team member but also on the ability of all members of the team to work together, enabling one another to do their very best. And the end-result of this is ‘the synergistic effect of 2+2=5 or more (Hassan, 2009)’.

The term cohesion has been used to characterize groups where the individuals stick together, unified in working on a task (Blanchard et al., 2009). And performance remains the most widely studied variable in the group cohesion literature; and researchers have continually explored the cohesion-performance continuum due to its complexity and relevance to group studies (Mullen & Cooper, 1994). Hence according to Chang and Bordia (2001), group cohesion leads to performance. However, Beal et al. (2003) noted that, Components of cohesion had different levels of effect and correlation between performance and cohesion. It is also important to echo that, the nature of cohesiveness in a group is a reflection of the level of communication and bonding among group members and results in task, role commitment, group pride and interpersonal attraction (Rosh et al., 2012; and Shaw, 1981). And this has the potential of enhancing staff performance toward achieving organisational goal and objectives.

In the views of Campbell (1990); Evan (2004); Lerner and Mosher (2008); and Waldman (1994), employee work performance is an issue that has not only grasped companies all over the world but also fuelled a great deal of research in fields of management, occupational health, and work and organisational psychology. However, it is important to note that, the field of management basically deals with how one can make an employee as productive as possible. It should also be noted that, individual work performance is a relevant outcome measure of studies in an occupational setting. However, despite its importance, no comprehensive conceptual framework of individual work performance exists; as work performance is still an abstract and latent construct that cannot be pointed to or measured directly (Pradhan & Jena, 2016; and Viswesvaran, 2002). Though, it is made up of multiple components or *dimensions*. These dimensions, in turn, are made up of indicators that can be measured directly.

To conceptualize and operationalize employee work performance, we should explicate the construct domain of work performance and identify its dimensions and indicators (Campbell, 1990; Fay, 2010; and Viswesvaran, 2002). And Campbell (1990) is still of the views that, whereas the dimensions may generalize across jobs, the exact indicators can differ between jobs. To this end, a widely endorsed definition of work performance is that of Campbell (1990): “behaviours or actions that are relevant to the goal of the organization”. And from this definition, we can bring out three conclusions: work performance should be defined in terms of behaviour rather than effects; work performance includes only those behaviours that are important and related to the organization’s goal; and work performance is multidimensional in nature. Conclusively, though studies as noted above have shown that, employee work performance cannot be measured directly; we will adapt the views of Borman and Motowidlo (1993); Murphy (1989); Pradhan & Jena (2016); Rotundo and Sackett (2002); Viswesvaran (2002); and Viswesvaran & Ones (2000); and review it in the light of the following measures: Task Performance, Adaptive Performance, and Contextual Performance.

According to Pradhan and Jena (2016), Performance in the form of task performance comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. And Conway (1999) state that, task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance). Accordingly, Pradhan and Jena (2016) established that, the primary antecedents of task performance are the ability to do the job and prior experience. In an organisational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. And it is believed that Borman and Motowidlo (1997) must be thinking in Pradhan and Jena’s (2016) direction as they defined job performance in the context of

task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfilment of the organisation’s vision while rewarding the organisation and individual proportionately.” According to Hesketh, and Neal (1999), Adaptive performance is an individual’s ability to acclimatize and provide necessary support to the job profile in a dynamic work situation. This is interesting as in the opinions of Huang et al. (2014), studies have it that, as soon as the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles. And the end-result will be that, an effective adaptive performance will enhance the employees’ ability to efficiently deal with volatile work circumstances (Baard et al., 2014). For instance, in this era of constant technological advancement, organisations that have the vision of surviving on a *going-concern* must make conscious effort to engage smarter employees who will always and easily adapt to these changes to help the organisation attain sustainable competitive advantage. These organisations also expect their employees to change as appropriate their interpersonal behaviour as circumstances demand to be able work successfully with a wide range of peers, subordinates, and even superiors. The above is very important as Griffin et al. (2010) and Hollenbeck et al. (1996) are of the opinion that, evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get themselves adaptable with changes in an efficient manner. And this will influence employees’ performance positively in our contemporary dynamic, uncertain, and unpredictable business environments.

Contextual performance is a kind of pro-social behaviour demonstrated by employees in an organisation (a work set-up). Though, such behaviours are expected of the employees, but they are not clearly stated in their job description. According to Brief and Motowidlo (1986), this type of behaviour can be seen in the following directions: a behaviour accomplished by a member of an organisation; a behaviour directed towards an individual, group, or organisation with whom the member interacts while carrying out his or her organisational role; and finally a behaviour performed with the intention of encouraging the betterment of individual, group, or organisation towards which it is directed. For this type of behaviour described by Brief and Motowidlo above; contemporary psychologists gave the term *contextual performance* which connotes helping others to adapt with the varied job roles. It is in the light of emphasising helping others that, Bergeron (2007) is of the position that contextual performance should consist of multiple *sub-dimensions* such as teamwork, allegiance, and determination. Kahn (1990) believed that an engaged employee works with a sense of passion which is viewed as not only high performance but extra role behaviour as well. Hence, by implication the contextual performance is elaborated on the ground of “*feeling and viewpoint*” that employee embraces about their colleagues, which is termed as esprit-de-corps (team-spirit). This creates a kind of fellow feeling which intensifies through team-spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organisation (Jaworski, & Kohli, 1993).

Methodology

This section presents the approach and procedures that were adopted in the conduct of the study as it relates to data collection and analysis.

Research Design

An Exploratory Research Design was adopted for the study. The reasons for adopting this type of research design according Agbonifoh and Yomere (1999); and Kothari and Garg (2014) are that, the researchers studied existing literature on the subject of interest as well as employees with useful experience on how their work environment has impacted their work performance. Also, it is their view that, this sort of research design exposed us to further and better understandings into the relationship that exists between work environment and employee work performance.

Population of the Study

The population for this study involved one hundred and sixty-three (163) employees of six (6) Deposit Money Banks operating in Yenagoa Metropolis, Bayelsa State, South-South Nigeria.

Sample and Sampling Techniques

Krejcie and Morgan (1970) sample size determination table was used for this study which gave a sample size (S) of one hundred and thirteen (113) employees of the population size (N) of approximately one hundred and sixty (160) study respondents.

The simple random sampling technique was used in drawing the sample. This is to ensure that each member of the population has an equivalent probability (chance) of being selected in the sample. The instrument for this study was proportionally distributed according to the number of staff of the various banks. The Statistical Package for Social Science (SPSS) was used to conduct the analyses. And the statement items used on the data collection instrument (questionnaire) were adapted from Pradhan & Jena (2016); and Temkin-Greener, H. et al. (2009), and the data so generated were analysed using Spearman’s Rank Order Correlation Coefficient statistical tool.

Nature and Sources of Data

Both primary and secondary data were used for this study. While the primary data were sourced through structured questionnaire administration, the secondary data were sourced from literatures in the form of academic journals and texts.

Results and Data Analysis

Figure 2: Spearman’ Rank Order Correlation Coefficient (Spearman's rho): Test of Association between the variables

		Correlations				
		Leadership Style	Communication and Coordination	Conflict Management	Staff Cohesion	Employees' Work Perf.
Leadership Style	Correlation Coefficient	1.000	.853**	.766**	.641**	.624**
	Sig. (2-tailed)	.	.000	.000	.000	.000
	N	106	106	106	106	106
Communication and Coordination	Correlation Coefficient	.853**	1.000	.884**	.558**	.836**
	Sig. (2-tailed)	.000	.	.000	.000	.000
	N	106	106	106	106	106
Spearman's rho Conflict Management	Correlation Coefficient	.766**	.884**	1.000	.566**	.765**
	Sig. (2-tailed)	.000	.000	.	.000	.000
	N	106	106	106	106	106
Staff Cohesion	Correlation Coefficient	.641**	.558**	.566**	1.000	.669**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	106	106	106	106	106
Employees' Work Perf.	Correlation Coefficient	.624**	.836**	.765**	.669**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	106	106	106	106	106

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output Version 20

For the first stated hypothesis (H0₁): There is no significant relationship between leadership style and employee work performance; the result reported a strong positive correlation between leadership style of the organisation and enhanced employees’ work performance (rho = .624**, n = 106, p < 0.05); hence the stated null hypothesis is not accepted; so we restate that there is a significant relationship between leadership style and employee work performance.

For the second hypothesis (H0₂): There is no significant relationship between communication and coordination and employee work performance; the result reported a strong positive

correlation between communication and coordination within the organisation and enhanced employees' work performance ($\rho = .836^{**}$, $n = 106$, $p < 0.05$); hence the stated null hypothesis is not accepted; so we restate that there is a significant relationship between communication and coordination and employees' work performance.

For the third hypothesis H₀₃: There is no significant relationship between conflict management and employee work performance; the result reported a strong positive correlation between conflict management within the organisation and enhanced employees' work performance ($\rho = .765^{**}$, $n = 106$, $p < 0.05$); hence the stated null hypothesis is not accepted; so we restate that there is a significant relationship between conflict management and employees' work performance.

For the fourth hypothesis (H₀₄): There is no significant relationship between staff cohesion and employee work performance; the result reported a strong positive correlation between staff cohesion within the organisation and enhanced employees' work performance ($\rho = .669^{**}$, $n = 106$, $p < 0.05$); hence the stated null hypothesis is not accepted; so we restate that there is a significant relationship between staff cohesion and employees' work performance.

Discussion of Findings

The result of the first tested hypothesis (H₀₁) suggests that, leadership style has a significant relationship with employee work performance. This is in line with the respective works of Mehrabi et al. (2012) and Osabiya and Ikenga (2015) which found that, there is a significant and positive relationship between leadership style and employee performance.

In similar direction, the result of the second hypothesis (H₀₂) reports a significant relationship between communication and coordination and employee work performance. This finding is also in line with the respective views of Asamu (2014), and Nebo et al. (2015) which also showed a positive impact of communication (and coordination) on employee work performance.

Additionally, the result derived from the third tested hypothesis (H₀₃) suggests a significant relationship between conflict management and employee work performance. This empirical finding is in support with the respective views of Agwu (2013) and Ndulue and Ekechukwu (2016) that, a significant relationship exists between conflict management and employee performance.

Finally, the result of the fourth tested hypothesis (H₀₄) posits that, there is a statistically significant and positive relationship between staff cohesion and employee work performance. This empirical finding is in agreement with the respective views of Neziri and Kamberi (2016) that, there is a statistically significant positive relationship between the scale of employees' efficacy at work and family cohesion.

Conclusion

From the findings discussed above the researchers concluded that, there is statistically significant and positive relationship between work environment and employee work performance. And this can be seen in the light of the following:

The style of leadership affects employee work performance in banks. Hence, if the banks must accomplish their goal and objectives, deliberate effort must be made to continuously improve employee performance towards their overall goal and objectives by ensuring the adoption of appropriate leadership style by the employee's supervisor as time and circumstance demand. This will help to maintain a healthy supervisor-employee relationship in the banks.

In line with the above, communication and coordination also has a positive and direct relationship with employee performance. As enhanced employee performance is a source of sustainable competitive advantage. Hence, for any bank to attain this, it must be open to effective communication and coordination among its employees (supervisors and subordinates alike).

Also accordingly, work environment as viewed from the angle of effective conflict management strategies was seen to impact positively on employee work performance; and beside making the employee to see interpersonal organisational conflict as part of a dynamic and unpredictable work environment, employees look out for win-win solutions to conflicts.

Finally, work environment also seen from the perspective of staff cohesion has a positive and direct influence on employee performance. This shows the importance of team-spirit, bonding, esprit de corps, and synergy among others.

Recommendations

From the research analysis and conclusions above, the following recommendations are made for the benefit of banks as well as other institutions:

1. They should make deliberate effort to create a more favourable work environment, as this will encourage the employees to exhibit positive attitude to work while at the same time preventing disloyalty and dissatisfaction.
2. They should practise contingency approach of leadership/management as this can easily give way to practise of Management by Objective (MBO) and Management by Exception (MBE) which enhances employee motivation.
3. They should also create atmosphere for open and effective communication and coordination with appropriate feedback. This will enhance the employees need for achievement and improves their performance.
4. They should be strategic in handling conflict between employees and supervisor, and among employees or supervisors.
5. Finally, they should encourage synergy and team-spirit among the employees. This will go a long way in improving the performance of the employees and enhance the accomplishment of organisational goal and objectives. This can create unity of direction and the synergistic effect of ‘the whole is greater than the sum of its parts’.

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