An Empirical Analysis of the Relationship between Working Condition and the Effectiveness of Employees in Commercial Banks in Cross River State

Adah, Julius A[1], Angioha, Pius. U[2], Ugwuonwu, Chiamaka. V[3]&Akomaye, S[4]

[1]*Department of Business Management, University of Calabar, Nigeria*
[2&3]*Graduate Student, Department of Sociology, University of Calabar, Nigeria*
[4]*Department of Social Work, University of Calabar, Nigeria*

***Corresponding Author:** Angioha, Pius. U, Graduate Student, Department of Sociology, University of Calabar, Nigeria*

ABSTRACT

The research study examined the relationship between working conditions and the effectiveness of employees in commercial banks in Cross River State, Nigeria. The study was aimed at determining the relationship between working condition variables such as remuneration, office design and their relationship with the effectiveness of employees. The study adopted the survey design. Data were gathered from both primary and secondary sources. The purposive and proportional stratified sampling technique were used in selecting two hundred and thirty two (232) respondents from a population of 584 bank staff. The questionnaire and key informant interview were used as the instrument of data collection. The collected instrument was coded and statistically analysed using Pearson Product Moment Correlation tested at 0.05 level of significance. Result revealed that there is statistically considerable relationship between remuneration and effectiveness of employees in commercial banks in Cross River State, Nigeria and a significant relationship between office design and effectiveness of employees in commercial banks in Cross River State, Nigeria. The study therefore concludes that there is a significant relationship between working conditions and the effectiveness of employees in commercial banks in Cross river State, Nigeria. The study therefore recommends among other things that Bank management should have in place good working condition for employees that will help to boost their morale and make them more effective.

Keywords: *Working conditions, effectiveness of employees, remuneration, office design*

INTRODUCTION

Employees are the most vital and valuable resource of any organization. Workers effectiveness today has become the main concern of organizations. For an organization to meet its goals, its workers have to be effective and productive. Good working conditions have been found over the years to be the strategies that organizations have adopted to improve employee effectiveness and performance thereby increasing the organizations productivity. Working conditions are created by the interaction of employee with their organizational climate, and this includes psychological as well as physical working conditions (Chandrasekhar, 2011). According to Kartzell and Yanalorich (2012), the term working condition refers to working environment and all existing circumstance affecting labour in the work place, including job hours, physical exertions, legal rights and responsibility organizational climate and workload.

With the integration of world economies, competition has become a global trend most employers of labour have realized that for their organizations to compete favourably in the global economy, the effectiveness and performance of their employees goes a long way in determining the success of the organization.

On the other hand, performance and effectiveness of employees in any organization is critical for the growth of the organization (Meyer & Peng, 2006; Iji, Angioha &Okpa, 2019; Omang, Agba &Archibong, 2018). Organizations will be more productive if their employees are effective, the employers can achieve this through the provision of appropriate working conditions for the employees.

A healthy work condition makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity (Kohun, 2002; Ojong,

Iji& Angioha, 2019). Organizations deemed as a positive place to work will more likely have a competitive edge since they are in a better position to attract and retain highly skilled employees'.

This is a significant consideration in the current tight labour market. A positive working condition is likely to result in better employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' wellbeing (Cunnen, 2006;Angioha, Nwagboso, Ironbar, &Ishie, 2018). In almost all high performing organization, one massage holds true above them all "People are an organization's most important asset (O'Neill, 2007; Attah & Angioha, 2019; Iji, Ojong& Angioha, 2018; Odey, Omang& Agba, 2018).

The banking sector in Nigeria is characterized by high competition (Central Bank survey, 2014). To survive and grow, the bank institutions have to embrace strategies of keeping the quality of the workplace high as a competitive strategy. Since bank employees are the key resource and greatest expense of any bank, the long-term benefits of a properly designed and user-friendly environment should be factored into any initial cost considerations (Smith, 2011). To continuously improve workplace conditions, special attention to a performance culture that values every single employee and promotes a sustainable work-life balance should be embraced (World at work, 2007). Banks therefore have to create a workplace environment where their employees take pleasure in their work, believe their output is appreciated and rewarded appropriately enabling them to reach their potential. This study aims at investigating working condition and the effectiveness of employees in commercial banks in Cross-river state, Nigeria.

Objective of the study

The main objective of the study is to examine the impact of working condition on the effectiveness of employee in commercial banks in Cross River State, Nigeria. The specific objectives are:

1. To investigate the relationship between remuneration and the effectiveness of employees in commercial banks in Cross River State, Nigeria.

2. To investigate the correlation between office design and the effectiveness of employees in commercial banks in Cross River State, Nigeria.

Study Hypotheses

The following hypotheses are formulated for this research study and are stated in null form:

1. There is no significant relationship between remuneration and the effectiveness of employee in commercial banks in Cross River State, Nigeria.

2. Office design has no positive correlation with the effectiveness of employee in commercial banks in Cross River State, Nigeria.

Scope of the Study

The content scope of this study is limited to working condition and the effectiveness of employees in commercial banks, Cross River state, Nigeria. This research will be limited to working condition variables such as Remuneration, and office design. The dependent variable is limited to effectiveness of employees. The organisational scope of the study is limited to commercial banks in Cross River State. This study will therefore be limited to First Bank, Zenith bank, Access Bank, United Bank for Africa and guarantee Bank, all in Cross River State, Nigeria. The geographical scope of the study is limited to Cross River State, Nigeria.

MATERIALS AND METHODS

Research Design

The study utilised the survey design in the process of data collection. According to Robson (1993), the survey design is commonly used to collect data from a specific sample population and typically utilises a questionnaire or an interview as the survey instrument. The essence of using the survey design is to observe the sample subjects or variables without attempting to manipulate them and also in determining the correlates between working conditions and the effectiveness of employees in selected banks in Cross River State, Nigeria.

Population and Sampling

The study was conducted in Cross River State, Nigeria. The institution of study are commercial banks in Cross River State. This banks under study are First Bank, Zenith bank, Access Bank, United Bank for Africa and guarantee Bank, all in Cross River State, Nigeria. According to data gathered from the selected banks, the population of the selected banks in Cross River State stands at five hundred and eighty four (584). . The population consists of all core and non-core staff

from the front office and marketing/retail departments of the selected banks.

The sample used for this study is two hundred and thirty two (232). The Survey Monkey sample determination technique was used to select the sample size for the study.

Table1. *Comprehensive breakdown of the population*

S/N	Banks selected	Population
1	First Bank	308
2	Zenith bank	148
3	Access Bank	37
4	United Bank for Africa (UBA)	54
5	Guarantee Trust Bank (GTB)	37
Total		584

Source: *Field Survey, 2018*

Sampling Technique

This research study adopted the mixed method sampling technique. The purposive sampling technique was used in selecting the five banks that will be used in the study.

The purposive sampling technique was used because most of the banks have limited branches and area of coverage in cross-river state.

The proportional sampling technique was used in selecting the number of samples from each bank that will be used in the study. The proportional sampling technique was also used in selecting the number of staff that were used from each bank branch in Cross River state. The simple random sampling technique was used to select sample (staff) that the questionnaire was given to elicit information on the topic under investigation.

Table2. *Sample of staff by bank*

S/N	Bank	Bank Population Size (N)	Proportion of Staff (p)	Sample size (n)
1	First Bank	308	0.53	122
2	Zenith Bank	148	0.25	59
3	Access Bank	37	0.06	15
4	UBA	54	0.09	21
5	Guaranty Trust Bank	37	0.06	15
	Total	$\sum N=584$		$\sum n=232$

Source: *Field Work 2018*

Table3. *Sample of staff for each bank branch*

S/N	Bank	Branch	Bank Population Size (N)	Proportion of Staff (p)	Sample size (n)
1	First bank	Calabar main	75	0.24	30
		Obudu	21	0.07	8
		Ikom	30	0.10	12
		Ogoja	20	0.06	8
		Akamkpa	18	0.06	7
		Ekori (Calabar)	16	0.05	6
		Ekorinim (Calabar)	15	0.05	6
		8 miles (Calabar)	17	0.06	7
		Ugep	18	0.06	7
		NdidemUsang (Calabar)	31	0.10	12
		EPZ (Calabar)	17	0.06	7
		Iman (Calabar)	10	0.03	4
		MainAvenue (Calabar)	20	0.06	8
	Total		$\sum N= 308$		$\sum n=122$
2	Zenith Bank	Calabar Main	52	0.35	21
		Mary Slessor (Calabar)	25	0.17	10
		Chamley (Calabar)	24	0.16	10

		Ikom	23	0.16	9
		Ogoja	24	0.16	9
	Total		$\sum$N=148		$\sum$n=59
3	Access Bank	Calabar Rd.	17	0.46	7
		Calabar Gbogobiri	13	0.35	5
		Ogoja	7	0.19	3
	Total		$\sum$N=37		$\sum$n=15
4	UBA	Calabar Main	18	0.33	7
		Calabar Rd.	14	0.26	5
		Calabar Rd.	12	0.22	5
		Ikom	10	0.18	4
	Total		$\sum$N=54		$\sum$n=21
5	Guaranty Trust Bank	Calabar	34	0.92	14
		Ikom	3	0.08	1
	Total		$\sum$N=37		$\sum$n=15
	Grand total		N=584		n=232

Source: *Field Work 2018*

Instrument of Data Collection

The instrument that was used in collecting data from the field for this study is the questionnaire. The questionnaire that was used for this study consisted of a 31-item question, subsumed into sections A, B, and C. Section A, contained information that elicit the demographic data of the respondents. This included information such as sex, age, educational status, and bank position. Section B will carry 20 structured questions that will measure the opinion of respondents on the identified independent variables (working conditions) under study. Section C, on the other hand consisted of 5-item questions that focused on the dependent variable (effectiveness of employees).

Method of Data Analysis

Data collected from the field were checked to make sure that all the copies of questionnaire were attended to. The responses were coded and analysed using the necessary and appropriate statistical tool like Frequency distribution, simple per centages, independent t-test, as well as Pearson product moment correlation coefficient. The analysis were presented hypothesis by hypothesis; testing done at 0.05 confidence level.

FINDINGS AND RESULTS

Out of the 232 administered questionnaires for this study, only 213 respondents representing 91.8 per cent returned questionnaire were properly filled without missing values and mutilation, therefore the said number was used for the data analysis.

Data Presentation

Out of the 213 respondents used in this study, 121 representing 56.8 per cent were male while only 92 respondents representing 43.2 per cent were female. This result shows that, employees in commercial banks in Cross River State host more male workers than female workers,. Respondents distribution based on age reveal that, most of the employees of commercial banks 47.9 per cent are between 31 – 40 years; next in the list 42.7 per cent are those between 20 – 30 years while only 9.4 per cent of respondents 41 years and above. This trend is a true representation of commercial bank employees as the needed work force are those in their prime because of high competition in the industry.

Distribution of respondents based on marital status reveal that, most 50.2 per cent of the commercial banks employees were married; 47.9 per cent were single while a very small number 2 per cent were divorced. This trend is consistent with the ages of the employee as most of them are attained the age of marriage and since they are working, can take up family responsibility. The distribution of respondent's base on educational qualification shows that, most of the respondents' 57.3 per cent were Bachelor (B.Sc/B.Ed/B.A) degree holders; next in the list 36.6 per cent were Masters (M.Sc/M.Ed/M.A) degree holders while only 6.1 per cent were diploma or holders of Higher National Diploma (HND) or its equivalent. This result is expected as the competition in the market demand good hands.

Out of the 213 respondents used in this study, most 53.0 per cent of the respondents were employees at First Bank PLC; 24.8 per cent were employees at Zenith Bank; 8.9 per cent were employees' at United Bank of Africa (UBA); 8.4 per cent were employees at

Guaranty Bank while only 4.6 per cent were employees at Access Bank. This result is a true representation of the population in terms of staff strength. Out of the 213 respondents used in this study, most of the respondents 64.8 per cent were core staff in the commercial banks while only a small number 35.2 per cent were non-core staff.

Table4. *Demographic data of respondents*

Variable	Category	N	Per centage
Sex	Male	121	56.8
	Female	92	43.2
	Total	213	100
Age	20 - 30 years	91	42.7
	31 – 40 years	102	47.9
	41 years and above	20	9.4
	Total	213	100
Marital status	Single	102	47.9
	Married	107	50.2
	Divorced	4	1.9
	Total	331	100
Educational status	Diploma/NCE	13	6.1
	B.Sc/HND	122	57.3
	Postgraduatedegree	78	36.6
	Total	331	100
Name of bank	First bank	113	53.0
	Zenith bank	53	24.8
	Guaranty bank	18	8.4
	UBA	19	8.9
	Access	10	4.6
	Total	213	100
Staff position	Core staff	138	64.8
	Non-core staff	75	35.2

Source: *Field survey, 2018*

Data Analysis

Hypothesis One

There is no significant relationship between remuneration and the effectiveness of employee in commercial banks in Cross River State, Nigeria. The independent variable in this hypothesis is remuneration while the dependent variable is effectiveness of employee. Pearson product moment correlation coefficient was used to test this hypothesis at 0.05 level of significance and the result is presented in Table 5

Table5. *Pearson product moment correlation of remuneration and effectiveness of employee*

Variable	N	Mean	SD	r-value	Sig.
Remuneration	213	12.73	2.12		
				0.467**	.000
Effectiveness of employee	213	14.49	2.64		

significant at 0.05 level; df = 211 critical r value = 0.098

Source: *Field survey, 2018*

The result in Table 5 revealed that the calculated r – value of 0.467* is greater than the critical r-value of 0.098 at 0.05 level of significance with 211 degrees of freedom. By this result, the null hypothesis which states that, there is no significant relationship between remuneration and the effectiveness of employee in commercial banks in Cross River State, Nigeria is rejected while the alternate hypothesis is accepted.

The correlation coefficient is a standardized measure of an observed effect, it is a commonly used measure of the size of an effect and that values of $\pm.1$ represent a small effect, $\pm.3$ is a medium effect and $\pm.5$ is a large effect

The squared correlation $(0.467)^2$ which is a measure of effect size indicates the proportion of explained variance on the dependent variable. Therefore, 21.8 per cent of the variance in

effectiveness of employee is accounted for by remuneration.

The magnitude of effect is moderate, this means that remuneration should be considered if effectiveness of employee is of concern.

Therefore, we can conclude that, there is statistical considerable relationship between remuneration and effectiveness of employee in commercial banks in Cross River State, Nigeria.

Hypothesis Two

There is no significant relationship between office design and effectiveness of employee in commercial banks in Cross River State, Nigeria. The independent variable in this hypothesis is office design while the dependent variable is effectiveness of employee. Pearson product moment correlation coefficient was used to test this hypothesis at 0.05 level of significance and the result is presented in Table 6

Table6. *Pearson product moment correlation of working hours and effectiveness of employee*

Variable	N	Mean	SD	r-value	Sig.
Working hours	213	7.50	1.18		
				0.147*	.032
Effectiveness of employee	213	14.49	2.64		

significant at 0.05 level; df = 211 critical r value = 0.098

Source: *Field survey, 2018*

The result in Table 6 revealed that the calculated r – value of 0.165* is greater than the critical r-value of 0.098 at 0.05 level of significance with 211 degrees of freedom. By this result, the null hypothesis which states that, there is no significant relationship between office design and effectiveness of employee in commercial banks in Cross River State, Nigeria is rejected while the alternate hypothesis is accepted. The correlation coefficient is a standardized measure of an observed effect, it is a commonly used measure of the size of an effect and that values of $\pm.1$ represent a small effect, $\pm.3$ is a medium effect and $\pm.5$ is a large effect. The squared correlation $(0.165)2$ which is a measure of effect size indicates the proportion of explained variance on the dependent variable. Therefore, 2.7 per cent of the variance in effectiveness of employee in commercial banks is accounted for by office design. The magnitude of effect is small. Therefore, we can conclude that, there is statistical significant relationship between office design and effectiveness of employee in commercial banks in Cross River State, Nigeria

CONCLUSION AND RECOMMENDATIONS

From the analysis of data gathered from the field, the study thereby conclude that there is a significant relationship between working conditions and the effectiveness of employees in commercial banks in Cross River state, Nigeria.The findings are because working condition variables such as remuneration, and office design have a significant effect on the effectiveness of employee in commercial banks in Cross river State, Nigeria. This result confirms that working conditions have a positive significant effect on the effectiveness employees. This study has proven that Workplace condition plays a vital role in motivating employees to perform their assigned work effectively. Since money is not a sufficient motivator in encouraging the workplace effectiveness required in today's competitive banking environment. The ability to attract, keep and motivate high performance is becoming increasingly important in today's competitive organizational environments.

The study there by recommends that;

1. It is important for management of banks to put in place a good and conducive working condition for employees so that they can be effective in their performance to give the bank an edge in such competitive environment.

2. Management of commercial banks should design, formulate and implement compensation strategy objectively in order to enhance the attainment of overall organizational goals with a view of getting the best contributive and supportive effects from organizational workers.

3. The Nigerian government has a key role of formulating favorable policy prohibiting arbitrary dismissal of bank workers especially when they are meeting up with the bank targets.

REFERENCE

[1] Angioha, P. U., Nwagboso, S. N., Ironbar, A. E. & Ishie, E. U. (2018). Underemployment: A Sociological and Policy Analysis of Workers Well-Being in Hospitality Industry in Calabar, Cross River State, Nigeria. *IOSR Journal of*

Humanities and Social Science (IOSR-JHSS), Volume 23, Issue 6, Ver. 5 (June. 2018) PP 57-66.

[2] Attah, F. M. & Angioha, P. U. (2019); Examining The Level Of Relationship Between Working Condition Predictor Variables; Remuneration, Working Hours, Office Design, Job Security And Workers Wellbeing And Productivity In Commercial Banks. *International Journal of Scientific and Research Publications (IJSRP)*, 9(5), DOI: http://dx.doi.org/10.29322/IJSRP.9.05.2019.p896.

[3] Bornstein, D. (2007). *How to change the world: Social entrepreneurs and the power of new ideas*. USA: Oxford University Press.

[4] Chandrasekar, K. (2011) Workplace environment and its impact on organisational performance in public sector organisations, Alagappa University, Karaikudi, India. *International Journal of Enterprise Computing and Business Systems*, 1, 1-20.

[5] Cunnen, P. (2006). How to improve performance management. *People Management*, 12(1), 42.

[6] Hameed, A. & Amjad, S. (2009). Impact of office design on employees' productivity: A case study of banking organisations of Abbotttabad, Pakistan. *Journal of Public Affairs, Administration and Management*, 3(1),

[7] Iji, M. E, Angioha P. U. &Okpa, J. T. (2019). Working Hours and Job Security: An Analysis of Their Relationship with Commercial Bank Workers Well-Being and Performance in Cross River State, Nigeria. *European Journal of Economic and Financial Research*, 3 (4).

[8] Iji, M. E., Ojong, F. & Angioha, P. U. (2018). Microfinance Credit Programmes: Implications on Poverty Reduction in Southern Senatorial District of Cross River State, Nigeria. IOSR Journal of Humanities and Social Science (IOSR-JHSS) Volume 23, Issue 6, Ver. 6 (June. 2018) PP 38-45.

[9] Kartzell, R, &Yanalorich, G. (2012). *Work, productivity and job satisfaction*. New York: University Press.

[10] Kohun, (2002). Workplace environment and its impact on organizational performance in Public sector organizations. *International Journal of Enterprise Computing and Business System International Systems*, 1(1),

[11] Meyer, K. E., & Peng, M. W. (2006). Probing theoretically into Central and Eastern Europe transactions, resources, and institutions. *Journal of International Business Studies*, 35, 600 – 621..

[12] O'Neill, M.J. (2007). *Measuring workplace performance*. New York: Taylor and Francis

[13] Odey, S.,Omang, T. A. & Agba, A. M. O. (2018). Labour Union Cooperative Organisations and Workers Welfare in Nigeria.*International Journal of Humanities and Social Science Invention (IJHSSI)*, 7(7),49-57

[14] Ojong, M. U., Iji, M. E. & Angioha, P.U. (2019). Curing Socio-Economic ILLS in Obudu Local Government Area: An Assessment of Non-Governmental Agencies Activities. *Journal of Social Service and Welfare*;1(2): 38-45.

[15] Omang, T. A., Liu, Y., Wang, Y., Eneji, R. I., Makundi, J. J. &Eneji, A. M. (2011). Impacts of Poverty Reduction Programmes in Nigeria: The Case of the Youth Empowerment Scheme (YES) in Cross River State. *Annals of Humanities and Development Studies* 2(1),

[16] Omang, T.A., Agba A. M. Ogaboh&Archibong, S. J. (2018). Lifestyle and Employees' Health-A Critical Review. International Journal of Public Administration and Management Research (IJPAMR), 4(4):82-88

[17] Robson, C. (1993). *Real world research: A resource for social scientists and practitioners-researchers*. Oxford: Blackwell.