

Work Environment and Job Performance of Commercial Banks in Nigeria

Chizoba Bonaventure Okolocha

Department of Entrepreneurship Studies
Nnamdi Azikiwe University, Awka

Chika Clara Anugwu

Department of Entrepreneurship Studies
Nnamdi Azikiwe University, Awka

DOI: 10.56201/ijebm.v8.no2.2022.pg27.38

Abstract

This study examined the effect of work environment on job performance of commercial banks in Nigeria. Specifically, the study ascertains the effect of psychosocial environment and work life balance on job performance of commercial banks in Nigeria. This study adopted survey research design. The sample of the study consists of all the 16 branches of five (5) commercial banks in Nigeria. The researcher used primary data. Data were collected from questionnaires distributed to the respondents. The data collected was analyzed in a tabular form and regression analysis was used with the aid of Statistical Package for Social Science (SPSS) version 20.0. The study revealed that psychosocial environment and work life Balance has a positive significant effect on job performance of commercial banks in Nigeria. Based on the findings of this study, it is recommended among others that bank should provide enabling work environment in terms of physical facilities for their employees because this substantially increases employees' productivity.

Keywords: *Psychosocial environment, Work life Balance and Job performance*

Introduction

Globally, the work environment is critical to ensuring worker productivity. This is because an undesirable work environment may have a negative impact on employee morale and productivity. The quality of an employee's work and productivity are both influenced by the setting in which they work. An employee's desire to learn new skills and incentive to perform is influenced by how well their workplace engages them particularly in an increasingly competitive and dynamic business environment. Suwati, Minarsih, and Gagah (2016) opined that the primary

purpose of labor is to achieve self-satisfaction rather than a salary. Previous scholars have identified many factors influence employee performance, including motivation, work environment, and agency leadership. The working environment has become an important determinant in employee performance discourse. This can largely be attributed to the psychological and physiological effect an employee work environment and condition can exert on his job performance. This assertion is in line with Chandrasekar (2011) emphasis that an employee working condition can either positively or negatively affects employee performance.

There is an increase recognition in the global work place on the strategic and imperative role of human resource in achieving organizational goals. Such recognition has placed premium on the importance of conducive work environment particularly as it relates to work life balance and psychosocial factors in the work environment. A better workplace atmosphere is thought to result in better outcomes and higher productivity. Employees will be more motivated and productive if the physical atmosphere of the office is improved (Bushiri, 2014).

Employee performance is frequently assessed in terms of outcomes. However, it can also be viewed in terms of behavior. A multitude of characteristics can be examined when evaluating performance, including productivity, efficiency, effectiveness, quality, and profitability. Efficiency and efficacy are not the same thing. Efficiency refers to the ability to produce desirable results with the fewest resources possible, whereas effectiveness refers to the ability of employees to achieve the desired results. Saidu, Onyeaghala and Eke (2021) pointed out that the tangible factors that influence worker productivity and performance are represented by the physical work environment which forms the premises upon which other factors of production interact with each other. It is the environment in which someone interacts with others. A productive work environment is one that is welcoming and well-designed, one that is safe and has all of the required amenities and excellent communication. Human resource development is critical for any firm, large or small, because it is the foundation of success (Okoye & Ezejiofor, 2013).

Workplaces send messages about how much an organization values its employees and thus what it expects from them (Murlis & Armstrong, 2007). The achievement of organizational is significantly contingent on employee work related factors. This is because the environment has an impact on individuals and their efforts in the workplace. According to Chandrasekar (2011), having a healthy work environment helps to reduce absenteeism and, as a result, increases worker performance in today's competitive and dynamic business sector. However, Physical problems in the office, such as inadequate work area arrangement and sometimes overcrowding, are a common cause of workplace accidents such as tripping or colliding with objects. However, the right match between individuals and task is achieved once people are given things that suit their physical and mental skills. El-Zeiny (2013) posited that in every organization, a well-designed workplace, which is large and safe, with equipment/facilities and effective communication, plays a vital impact in workers' performance and productivity. Undoubtedly, improvements in the physical state of the workplace make employees feel more at ease, which enhances productivity.

Despite the progress made by previous scholars in understanding the effect of work environment on performance, majority of such studies appeared to be concentrated in non-financial sector and

developed countries. Financial sector like commercial banks play a very important role in terms of socio-economic development of under developed countries like Nigeria. More so, dimensions of work environment such as work life balance and psychosocial factor has not be given the desired attention. It is against this back drop that this study examines the effect of work environment on job performance of commercial banks in Nigeria. Specifically, the study ascertains;

1. The effect of psychosocial environment on job performance of commercial banks in Nigeria.
2. The effect of Work life Balance on job performance of commercial banks in Nigeria

Conceptual Framework

Work Environment

The workplace is defined as the site where people conduct their work, whereas a successful work environment is defined as one in which management's expectations are met (Mike, 2010; Shikdar, 2004). The workplace environment has been characterized by examining the amount to which employees perceive their immediate surroundings as meeting their social requirements both organically and extrinsically, and so influencing their decision to stay with the company (Haynes, 2008). A good working environment is a sensible business decision that fosters employee engagement and results in a high-performance culture that encourages innovation and creativity (Chandrasekar, 2011).

Today's workplace is vastly different, diversified, and constantly changing. This has had an impact on the employee-employer relationship and output. The interaction of workers within their environment shapes the nature of a workplace. Workers who have a bad opinion of their working environment are more likely to have a negative attitude toward work, to be absent, to experience stress and health problems, and to have low productivity and dedication. Organizations with a friendly, trustworthy, and safe work environment, on the other hand, experience improved communication, creativity, and production (Saidu, Onyeaghala & Eke, 2021). Wrongful manipulation endangers people's performance and productivity by making the setting dangerous.

Workers' task performance is influenced by their physical work environment. This is because the work environment has a direct impact on human perception and alters social relationships and productivity. A good work environment encourages and supports social interaction between coworkers, subordinates, and managers. Brenner (2004) opined that the ability to transfer information across organizations depends on how the work environment is constructed to support employees' relationship, team and work groups, interactional issues, the leadership and management. This atmosphere is designed to stimulate informal interaction in the workplace, so increasing the possibility to share knowledge and exchange ideas. This is the foundation for achieving optimum productivity. Systems, methods, practices, beliefs, and philosophies are all part of the organizational environment (Bushiri, 2014).

Psychosocial Environment

The relationships between the employee and the environment, as well as working settings, organizational circumstances, and work content, are psychosocial elements in the workplace

environment. It reflects interpersonal and social interactions, as well as the impact of an employee's personal traits and those of their family members on the job and the organization (Vischer, 2008). As a result, psychological aspects are broad, encompassing topics such as workers, the overall environment, and the kind of work. According to Rugulies (2008) psychosocial factors in work environment is crucial because of its possible impact on stress levels and employee general health. More so, the psychosocial aspect of the workplace is one of the most critical challenges in today's and future workplaces. According to Noe and Kodwani (2018), good employee workplace welfare is defined by six key factors: a realistic workload, a sense of personal control over the job position, support from coworkers and supervisors, constructive workplace relationships, a sensibly clear work role, and a sense of influence or control over environmental changes. Individual engagement with the workplace is critical since it influences an individual's ability to govern and monitor their job as well as the stress levels they encounter (Rugulies, 2018).

Work Life Balance

The good and bad in these parts of life are linked to the balance or imbalance that might affect various levels of employee's essential roles (McCarthy, Cleveland, Hunter, Darcy & Grady, 2013). Work-life balance has been characterized as the absence of conflict in an individual's roles at work and at home, allowing them to operate well (Clark & Morgan, 2001).

There is crucial need to promote and sustain balance between job and personal life. In general, having that sense of balance will boost employee job satisfaction since they will feel that they are not neglecting other aspects of their lives that are equally important, if not more so (Bushiri, 2014). Employees can feel more confident about themselves and perform better at work when they meet their many needs and goals in life, such as those of family, friends, spiritual interests, and self-growth. Apart from that, people who have had greater life experience outside of work might apply what they have learned to their employment.

According to Hill, Hawkins, Ferris and Weitzman (2003) work life balance refers to a person's ability to balance and manage the emotional and behavioral demands of both work and family duties. Similarly, Smith (2010) described work-life balance as defined as people spending enough time at their employment while simultaneously spending enough time on other activities, such as family, friends, and hobbies. Employees' inability to strike a balance between work and personal duties can have severe consequences for both the employee and the firm (Allan, Loudoun & Peetz, 2007). According to Donald, Smythe and McAra-Couper (2014) flexible hours, constructive teamwork, physical wellness, and part-time employment options are all prominent components of work-life balance efforts. Work-life balance can boost employee productivity by encouraging innovation and unconventional thinking.

Job Performance

It is critical to learn about the connections between job performance, people, and circumstance elements in order to better comprehend job effectiveness. Job performance has a significant impact on the profitability of any business (Bevan, 2012). Organizational performance is critical because employee performance leads to corporate success. Individual performance is also significant since completing tasks can provide a sense of accomplishment (Muchhal, 2014). Job performance can be described as the behaviours or activities that are carried out in order to

achieve the organization's goals (Motowidlo, Borman & Schmit, 1999). Performance is the outcome of a person's or a group's work in an organization at a given time, and it indicates how well that individual or group meets the qualifications of a job in achieving the company's mission. Equipment, physical work environment, meaningful work, standard operating procedures, reward for good or bad systems, performance expectancy, feedback on performance, as well as knowledge, skills, and attitudes, can all influence an employee's job performance (Stup, 2003). The physical work environment and its impact have been extensively researched because the environment can obstruct, interfere with, or limit the variety of work behaviors that are shown, which can affect task performance. Armstrong (2006) defined employee job performance as the achievement of quantifiable goals. It is not only about what people achieve, but also about how they achieve it. Similarly, Sultana, Irum, Ahmed and Mehmood (2012) defined performance as the completion of specified activities to preset or identified standards of accuracy, completeness, cost, and speed. The achievement of organizational goals and tasks requires high performance. More so, Frese and Sonnentag (2001) pointed out that individual performance is critical for both the organization as a whole and the people who work there. Hence, organizations require high-performing employees to achieve their objectives, produce specialized products and services, and ultimately gain a competitive advantage.

Empirical studies

Ezejiofor and Ezekwesili (2021) investigated the impact of organizational structure on the performance of pharmaceutical employees in Nigeria's Anambra State. A descriptive survey research method was used to perform the study. The researchers performed regression analysis to test the hypothesis with the help of SPSS version 20. Working conditions and formalization have a favorable significant impact on employee performance at pharmaceutical companies, according to the research. Saidu, Onyeaghala, and Eke (2021) conducted a study aimed at assessing the effect of physical environment of the workplace on employee productivity at the Central Bank of Nigeria. The data were organized into frequency and percentage tables, which served as the foundation for data analysis. The hypotheses were investigated using SPSS version 23 and the Chi-Square statistical tool. Findings of the study revealed that employee productivity is increased in a large physical work area. Similarly, Afolabi, Abiola, Olaiya, and Emeje (2020) assessed academic staff at Federal Polytechnic Offa in Kwara State to investigate the impact of work environment on employee performance. Inferential statistics (regression and correlation matrix) were used to analyze the data, and the results revealed that the polytechnic work environment has a considerable impact on academic staff teaching efficacy and research output. According to the findings, the polytechnic work environment does not foster effective teaching or high-quality research. Christina, Brahmana, and Febrianti (2020) examined internal control and leadership style as an aspect of organizational environment and its effect on employee performance. The data was analyzed using multiple regression and findings of the study revealed that employee performance can be influenced by organizational environment in the form of internal control and leadership style. Khaled and Haneen (2017) look into the impact of the workplace on job performance. With a sample size of 85 employees, an engineering firm was used as the settings for the study. The information gathered was examined using (SPSS, Version 22.0). The findings revealed that situational constraints, which include noise, office furniture, ventilation, and light, are the most significant work environment characteristics that negatively affect job performance

β_0 = Constant term (intercept)

β_{it} = Coefficients to be estimated for firm i in period t

μ_{it} = Error term/Stochastic term for firm i in period t

The modified model is:

$$JPF_{it} = \beta_0 + \beta_1 PSE_{it} + \mu_{it} \text{-----i}$$

$$JPF_{it} = \beta_0 + \beta_2 WLB_{it} + \mu_{it} \text{-----ii}$$

Where:

JPF_{it} = Job performance i in period t

PSE_{it} = Psychosocial environment i in period t

WLB_{it} = Work Life Balance i in period t

$\beta_0 - \beta_2$ = Constant term (intercept)

β_{it} = Coefficients to be estimated for firm i in period t

μ_{it} = Error term/Stochastic term for firm i in period t

Method of Data Analysis

The data collected was analyzed in a tabular form and regression analysis was used with the aid of Statistical Package for Social Science (SPSS) version 20.0. The research result was further interpreted, discussed and analyzed in line with the research problem, hypotheses and relevant literature and experience.

Decision:

If p-value of the test statistic is less or equal to alpha, we therefore, reject null hypothesis and uphold alternative hypothesis which state that institutional policy has positive significant effect on employee performance of the academic staff of public universities in Nigeria

DATA ANALYSIS

Out of eighty (80) copies of questionnaires distributed, sixty nine (69) were returned, this represent 90%.

Data Analysis

Table 1: Summary of the Responses

S/N	Questions Weight	SA	A	U	D	SD
1	Achievement of organizational goals and tasks requires high performance..	20	36	0	9	4
2	One of the most essential factors in customer happiness is human resources.	25	39	0	5	0
3	Individual performance is also significant since completing tasks can provide a sense of accomplishment.	28	31	1	9	0
4	Organizations require high-performing employees to achieve their objectives,.	20	37	1	11	0
5	It ensure organizational circumstances, and work contents	22	39	0	7	1
6	Individual engagement with the workplace is critical since it influences an individual's ability	31	38	0	0	0

7	Psychosocial Environment impact on an employee's personal traits and those of their family members	21	40	2	6	0
8	Psychosocial Environment has a substantial impact on stress levels and employee general health	25	35	1	6	2
9	Sense of balance will boost employee job satisfaction	22	38	1	5	3
10	Employees can feel more confident about them and perform better at work when they meet their many needs and goals in life,	19	40	0	10	0
11	Work-life balance can boost employee productivity by encouraging innovation and unconventional thinking.	29	30	2	8	0
12	Employee's work balance might affect various levels of employee's essential roles	19	41	0	9	0

Source: Field Survey, 2022

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JPF	5	2.00	143.00	55.2000	61.31639
PSE	5	3.00	152.00	55.2000	67.17291
WLB	5	3.00	149.00	55.2000	63.10467
Valid N (listwise)	5				

From the descriptive statistics of the variables as shown that the mean dependent and independent variables is 55.200. Maximum and minimum values of job performance (JPF) are 143.00 and 2.00 respectively. The standard deviation stood at 61.32. The maximum and minimum values of psychosocial environment (PSE) are 152.00 and 3.00 respectively while the standard deviation is 67.17. The maximum and minimum values of Work Life Balance (WLB) are 149.00 and 3.00 respectively while the standard deviation is 63.10

Test of Hypotheses

Hypothesis 1

Ho: Psychosocial environment does not significantly affect job performance of commercial banks in Nigeria.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.987	.983	7.92006

a. Predictors: (Constant), PSE

The Table 3 above shows that the coefficient of determination is $R^2 = 0.987$ and the Adjusted R^2 is 0.983. Adjusted $R^2 = 0.983$ implies that 98.3% of the variations in job performance of the sampled commercial banks is influenced by joint interaction of Psychosocial environment (PSE), while about 0.07% of the variance is explained by other factors not captured in the study model.

Table 4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14850.618	1	14850.618	236.749	.001 ^b
	Residual	188.182	3	62.727		
	Total	15038.800	4			

a. Dependent Variable: JPF

b. Predictors: (Constant), SOE

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.129	4.810		1.066	.364
	PSE	.907	.059	.994	15.387	.001

a. Dependent Variable: JPF

From table 4 and 5 which represent the goodness of fit respectively shows that the regression equation or model that was used to predict job performance is highly significant at 5% level of significance (p-value = 0.00). Based on the t-value of 15.387, and p-value of 0.001, with coefficients value of 0.994 was found to have a positive effect and this effect was also statistically significant as its p-value is less than 0.05 value. This result, therefore suggests that we should accept our alternate hypothesis one (H₁) which states that psychosocial environment significantly affect job performance of commercial banks in Nigeria.

Hypothesis Two

Ho₂: Work life Balance does not significantly affect job performance of commercial banks in Nigeria

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.997	.996	3.82514

a. Predictors: (Constant), WLB

The table 6 above shows that the coefficient of determination is $R^2 = 0.997$ and the Adjusted R^2 is 0.996. Adjusted $R^2 = 0.996$ implies that 99.6% variations in the sampled commercial banks is influenced by joint interaction of Work Life Balance (WLB), while about 0.04% of the variance is explained by other factors not captured in the study model.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14994.905	1	14994.905	1024.826	.000 ^b
	Residual	43.895	3	14.632		

Total	15038.800	4			
-------	-----------	---	--	--	--

- a. Dependent Variable: JPF
 b. Predictors: (Constant), WLB

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.643	2.393		.686	.542
	WLB	.970	.030	.999	32.013	.000

- a. Dependent Variable: JPF
 a. Dependent Variable: EPF

From table 7 and 8, the goodness of fit shows that the regression equation or model that was used to predict job performance is highly significant at 5% level of significance (p -value = 0.00). Based on the t -value of 32.013, and p -value of 0.000, with coefficients value of 0.999 was found to have a positive effect and this effect was also statistically significant as its p -value is less than 0.05 value. This result, therefore suggests that we should accept our alternate hypothesis one (H_1) which states that Work life Balance significantly affect job performance of commercial banks in Nigeria.

CONCLUSION

The study revealed that psychosocial environment and Work Life Balance has a positive significant effect job performance of commercial banks in Nigeria. From the research findings, the following conclusions were drawn. Good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of good office environment by not absenting themselves unnecessarily from work, lateness to work and other negative attitude will be drastically reduced. Good working environment increase individual output therefore leading to growth of the organization.

Recommendations

Based on the findings of this study, it is recommended that:

1. Organizations should provide enabling working environment in terms of physical facilities for their employees because this substantially increases employees' productivity.
2. Work place environment with open communication was found to increase productivity in this study. It now behooves on organizations to create work place environment with open communication that supports team work and sharing of information.

References

- Afolabi, O. M., Abiola, B. I., Olaiya, A. L. & Emeje, S. O. (2020). Impact of Work Environment on Employees' Performance in Federal Polytechnic, Offa, Kwara State, Nigeria. *KIU Journal of Social Sciences. Kampala International University*, 6(1), 217–222
- Akinyele, T. S. (2014). The influence of work environment on workers' productivity: A case of selected oil and gas industry in Lagos. *Nigeria African Journal of Business Management*, 4(3): 299-307.

- Allan, C, Loudoun R, & Peetz, D.(2007). Influences on work/non-work conflict. *Journal of Sociology*. 2007; 43: 219–239
- Armstrong, M. (2006). *Strategic Human Resource Management: A Handbook of Human Resource Management Practice*, 10th ed. London: Kogan Page.
- Brenner, P. (2004). *Workers physical surrounding*. Impact bottom line accounting: Smarts Pros.com.
- Bushiri, C. A. (2014). The impact of working environment on employees' performance: the case of institute of finance management in dar es salaam region. A Dissertation Submitted In Partial Fulfilment Of The Requirements For The Degree Of Master In Human Resources Management Of The Open University Of Tanzania.
- Bevan, S. (2012). Good work, High performance and productivity. The paper prepared for the European HRD Forum, Lisbon, (2012).
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*. 2011,1(1), 1-19.
- Christina, V., Brahmana, S.S., & Febrianti, R. A. M. (2020). Influence of organizational environment on employee performance study in the government of the district city. *International Journal of Psychosocial Rehabilitation*, 24(1),
- Chika, E. D., & Dominic, S. (2017). The effect of work environment on employee productivity: A case study of edo city transport services benin city, Edo State Nigeria. *European Journal of Business & Innovation Research*, 5(5), 23-39.
- Clark, R.B., & Morgan B.S. (2001). How is your work life/personal life balance? *Strategy & Leadership*. 29(5): 2
- Donald, H, Smythe L, & Mc Ara-Couper J. (2014). Creating a better work-life balance. *New Zealand College of Midwives Journal*. 2014:49.
- El-Zeiny, R.M.A. (2013), Interior Design of Workplace and Performance Relationship: Private Sector Corporations in Egypt, *Asian Journal of Environment-Behavior Studies*, Vol. 4(11).
- Ezejiolor, R.A. & Ezekwesili, T. P.(2021). Organizational structure and employee performance: evidence from pharmaceutical companies in Anambra state, Nigeria. *Innovations*, Number 67. www.journal-innovations.com.
- Frese, M., & Sonnentag, S. (2000). High performance: An action theory approach. Working Paper. University of Giessen and University of Konstanz.
- Haynes BP. (2008). The Impact of office comfort on productivity. *Journal of Facilities Management*. 2008; 6 (1): 37-51.
- Hill EJ, Hawkins AJ, Ferris M, and Weitzman M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family relations*. 2001; 50(1): 49-58.
- Khaled A. & Haneen, O. (2017). The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. *International Journal of Applied Engineering Research* ISSN 0973-4562 12(24); pp. 15544-15550 © Research India Publications. <http://www.ripublication.com>
- McCarthy, A, Cleveland, J.N, Hunter, S, Darcy C, & Grady, G. (2013). Employee work–life balance outcomes in Ireland: a multilevel investigation of supervisory support and

- perceived organizational support. *The International Journal of Human Resource Management*. 2013; 24(6): 1257-1276.
- Murlis, H. & Armstrong, M. (2007). *Reward Management: A Handbook of Remuneration Strategy and Practice*. Kogan Page.
- Mike, A. (2010). Visual workplace: How you see performance in the planet and in the office. *International Journal of Financial Trade*; 11(3): 250-260.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1999). Performance assessment in unique jobs. In D.R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance*, 56-86, San Francisco: Jossey-Bass.
- Muchhal, D. S (2014). HR Practices and Job Performance. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 19(4), 55-61.
- Noe, R.A, & Kodwani A.D.(2018). *Employee training and development*, 7e. McGraw-Hill Education; 2018 Jul 21.
- Okoye, P. & Ezejiolor, R. (2013). The effect of human resources development on organizational productivity . *International Journal of Academic Research in Business and Social Sciences*, 3 (10).
- Okolocha, C. B., Okolocha, C. C. & Ezejiolor, R. A. (2021). Effect of institutional policy on employee performance of academic staff of public universities in Nigeria. *International Journal of Research in Education and Sustainable Development*. 1(4); | ISSN: 2782-7666 | www.ijaar.org Journal DOI: www.doi.org/10.46654/IJRESD
- Rugulies, R. (2018). What is a psychosocial work environment? *Scandinavian Journal of Work, Environment & Health*. 2018; 45(1): 1-6.
- Saidu, A. Y., Onyeaghala O. H. & Eke, G. J.(2021). Effect of Workplace Physical Environment on the Productivity of Employees in Public Organization: A Study of the Central Bank of Nigeria, Jalingo Branch, Taraba State. *Noble International Journal of Business and Management Research* ISSN(e): 2520-4521 ISSN(p): 2522-6606 Vol. 05, No. 01, pp: 01-13, 2021 Published by Noble Academic Publisher URL: www.napublisher.org DOI: <https://doi.org/10.51550/nijbmr.51.1.13>
- Shikdar, AA. (2004). Identification of ergonomic issues that affect workers in oilrigs in desert environments. *International Journal of Occupational Safety and Ergonomics*. 2004; 10(2): 169-177.
- Smith, KT. (2010). Work-life balance perspectives of marketing professionals in generation Y. *Services Marketing Quarterly*. 2010; 31(4): 434-447.
- Stup, R. (2003). *Control the Factors that Influence Employee Success*. Managing the Hispanic Workforce Conference. Cornell University and Pennsylvania State University.
- Suwati, Magdalena, M., & Gagah, E. (2016). Influence of motivation work, career development and cultural organization on the job satisfaction and implications on the performance of employees. *Journal of Management*, 2(2), 1-15
- Sultana, A., Irum, S., Ahmed, K. & Mehmood, N., (2012). Impact of training on employee performance: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, October, Vol. 4(No. 6), pp. 646-661.
- Vischer, J.C. (2008). Towards an Environmental Psychology of Workplace: How People are Affected by Environments for Work. *Journal of Architectural Science Review*, 56 (2), 97- 105.