OFFICE ENVIRONMENTAL FACTORS AND EMPLOYEE PERFORMANCE IN DEPOSIT MONEY BANKS: EVIDENCE FROM ACCESS BANK PLC, OWERRI

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Abstract

Office environment is an important organizational resource. It affects employees' productivity and performance. For this study, four environmental factors of the office were examined. They include lighting, ventilation, office layout and noise control. These factors affect employees' effectiveness, efficiency, customers' relationship and quality consciousness at workplace. Thus, this study examined the effect of office environmental factors on employees' performance in deposit money banks. The study was a case of Access Bank Plc, Owerri Branch, Imo State. The study made use of survey research design. All the 44 employees of the bank were studied. Structured questionnaires were distributed and 38 were retrieved. The data were analyzed using descriptive statistics, Pearson Product Moment Correlation and Multiple Linear Regression Analysis. Findings showed that employees of the bank perceived their office environment to be very conducive. Their performance was very high. There was strong positive relationship between employees' perceived office environmental factors and their performance. The relationship between the four environmental factors and employees' performance were significant. The four factors of the office environmental factors together explained about 61% of employees' performance in the bank. The study concluded that improving environmental conditions of workplaces in the banking industry would improve employees' performance. However, other organizational factors might also be necessary to enhance employees' performance. The study recommended that management of Access Bank Plc should continue to improve on factors of lighting, ventilation, office layout and noise control. Improved environmental conditions of the workplace should be complemented with good leadership and employees' development programs. Such would enhance employees' productivity and good quality service delivery.

Keywords: Office environment, employee performance, workplace factors, productivity, deposit money banks.

1.0 Introduction

In today's business world, competition is fierce, technology is changing with a rapid pace, customers' demands and expectations are climbing, and there is a growing need for employees to perform more.The business world today is competitive, technologically advanced, with rising demands and expectations from customers and a greater demand for employee productivity. As a result, organisations are increasingly turning to the workplace as a strategic resource that can be used to improve employee commitment and motivation, their job satisfaction and overall performance. Alshmemri et al. (2024) stated that the working environment is one of the factors that can affect the well-being of an employee and his productivity in the workplace. Santoso and Oktafien (2024) claimed that a good workplace environment is one of the most effective ways to improve organizational performance. Failure to offer supportive workplace conditions then puts organisations at risk of losing their competitive edge.

Office environment refers to the material, mental and social factors in which office workers conduct their work. In today's workplaces, creativity, innovation, efficiency, and effective task completion (Amaewhule & Wolugbom, 2021) are expected. The physical factors like lighting, ventilation, layout of the office, arrangement of furniture and noise control directly affect the comfort, concentration and efficiency of the employees. Likewise, Bodin Danielsson et al. (2024) stated that the design of an office space has an impact on the psychosocial wellbeing, emotional health and interpersonal relationship of the employees, which in turn would influence the outcomes of the workplace. The office environment therefore should be considered to be more than just a place and equipment to work in, and should be considered an organizational asset which will help to enhance employee performance.

Employee performance is still a key factor that affects organizational success as it indicates the effectiveness, efficiency, service quality and the capacity of employees to achieve assigned duties (Koopmans et al., 2024). In banking and other service businesses, the performance of employees can directly affect the satisfaction of customers, as well as the competitiveness of the business. But performance is multi-faceted with a relationship between the work environment, leadership and employee competence (Adeoye & Lawal, 2024). Therefore, the role of office environmental factors in the performance of employees has become a significant research filed in the organizations.
In general, existing empirical studies corroborate the positive association between the workplace environment and employee performance. Several studies have reported that good working conditions have a positive impact on whether employees are productive, committed and efficient in the various work settings as reported by Adekoya et al. (2020), Akinyele (2020), Afolabi et al. (2020) and Shehu (2022). In particular, proper illumination can contribute to better visual comfort, concentration, thus to a higher degree of accuracy of the work performed and its efficiency (Katabaro & Yan, 2019; Thijs et al., 2018). Similarly, adequate ventilation helps the physical health of the workers and the ability to concentrate (Venugopal et al., 2016), and noise control helps to reduce distractions among workers while improving their cognitive function (Nassiri et al., 2013). Apart from physical factors, motivation is another important factor that affects employee performance as reported by Bawa (2017), Agu et al. (2021) and Aguomba et al. (2023) that adequate motivational techniques enhance employee commitment and productivity.

In the Nigerian Banking Industry, the workplace environmental factors have consistently been linked to better outcomes in the organization. Agbor and Igweh (2021), Akpa et al. (2019), Nosike and Nosike (2022), Okolocha and Anugwu (2022), Ogbonda (2023) and Ibitomi et al. (2026) noted that supportive workplace conditions boost employee productivity, operational efficiency and customer acquisition in deposit money banks. However, other organizational variables like work stress, organizational changes and managerial support are also detrimental to employees' performance (Okpalaibekwe, 2022;Eboh, 2023; Awodokpe, 2024;Oladipo & Adebayo, 2025). The results of these contrasting studies indicate that office environmental factors are important, but may act in conjunction with other organizational factors.

In view of this, the study investigated the influence of the office environmental factors (Lighting, Ventilation, Office layout and Noise control) on the performance of employees with a sample of 120 staff of Access Bank Plc, Bank Road, Owerri, using employees of the Owerri branch of Access Bank Plc as the target population. The results are anticipated to inform managers of evidence-based information to enhance productivity and service delivery by adopting good practices in the workplace.

The study was guided by the following specific objectives:

1. to examine the nature of the office environment in Access Bank Plc, Bank Road Branch, Owerri.
2. to assess the level of employee performance in Access Bank Plc, Bank Road Branch, Owerri.
3. to determine the effect of office environmental factors on employee performance in Access Bank Plc, Bank Road Branch, Owerri.

2.0 Literature Review

Office Environmental Factors and Employee Performance

Physical office environment is a strategic organizational resource which influences cognitive function, emotional state and behaviour of the employees. The workplace climate in addition to providing a physical work area, affects employees' capacity to focus, communicate effectively, problem solve, and keep service quality. Workplace environmental conditions affect psychological comfort, work engagement and productivity, which in turn impacts employee well-being, as stated by Alshmemri et al. (2024). Likewise, Bodin Danielsson et al. (2024) stated that the design of the office has an impact on the psychosocial experiences of employees, their interpersonal relationships and emotional well-being, which in turn affects their work performance. In service organizations like deposit money banks, where employees have to work with customers all the time in a challenging environment, the quality of the physical context of the work will become a factor that affects the organization's effectiveness.

The impact of office environment on employees' work performance is a multi-faceted phenomenon. Favourable physical conditions help to decrease the physiological discomfort and fatigue of work, allowing cognitive resources to be used more effectively in the execution of the task. Second, the emotional experiences of employees are enhanced as a result of supportive workplace conditions, which lead to employees' higher job satisfaction, organizational commitment, and willingness to provide quality service. Thirdly, good design of workplaces can help to communicate, work together and coordinate the workflow to enhance the efficiency of operation and customer response. Therefore, office environmental factors do not simply provide mere comfort to its employees, but they also contribute to the creation of organizational circumstances that allow employees to work effectively, efficiently, have good customer relationships, and exhibit quality awareness.

Lighting and Employee Performance

This is because lighting is one of the most basic parts of the physical work environment in which workers do their work, and workers heavily depend on visual perception to perform their daily activities. Good lighting promotes visual comfort, minimizes eye strain, headaches and visual fatigue caused by long hours of computer sitting and document processing. Prolonged visual comfort helps to maintain focus for longer periods of time, minimises processing errors and improves decision-making accuracy. As a result, workers are able to become more efficient at meeting tasks and more productive. By providing positive visual environment for tasks, appropriate lighting can significantly enhance employees' efficiency in performing their tasks (Katabaro & Yan, 2019). Similarly, Thijs et al. (2018) noted that well-designed lighting will benefit the visual comfort, concentration and productivity in office spaces. More specifically, in banking institutions, employees are continually involved in financial transactions, which demand precision and accuracy, adequate lighting plays a direct role in both operational efficiency, and the quality of service and customer satisfaction.

Ventilation and Employee Performance

The main influence of ventilation on employee performance is on physiological functioning and on thermal comfort. Air circulation keeps the indoor temperature acceptable, controls the humidity and provides the required amount of oxygen which reduces physical fatigue and mental weakness at working time. Comfortable thermal conditions allow for employees' stress to be reduced, and they can maintain their concentration and perform complex tasks more effectively. Venugopal et al. (2016) found that the poor ventilation and high temperature of the working environment affects the health of the workers, cognition and productivity. In the same vein, Alshmemri et al. (2024) highlighted that healthy workplaces positively impact employees' physical health, leading to higher levels of engagement in the workplace and organizational productivity. Ventilation within banks allows for uninterrupted concentration for employees, the ability to provide services and good customer interaction as a result of good ventilation.

Office Layout and Employee Performance

Office layout involves the arrangement of workstations, furniture and equipment and pathways in the workplace. A good layout of the office allows for communication, easier access to work tools and reduces unnecessary movement between work stations. Spatial arrangements that are efficient improve the coordination of the flow of work, minimise work delays and foster cooperation between team members. On the other hand, sub-optimally configured office layouts cause congestion, hinder communication and waste time in completing tasks. Bodin Danielsson et al. (2024) stated that the design of offices has a considerable impact on how employees work together, their mental health and productivity. Likewise, with regards to modern office design, Amaewhule and Wolugbom (2021) stated that there should be a focus on creativity, innovation and efficient task completion. In deposit money banks, where employees need to coordinate their activities in different customer service, operations and cash management units, the layout of the offices plays an important role in the efficiency of the services provided, customer responsiveness, and the productivity of the organization.

Noise Control and Employee Performance

Noise is one of the most irritating environmental factors in office buildings as it interferes with cognitive processing and attention of the employees. Too much noise, too loud, at work affects concentration, causes mental strain and leads to work related stress, resulting in a higher risk of operational error. Effective noise control, on the other hand, will help ensure sustained attention in service, improve information processing and increase service accuracy. Nassiri et al. (2013) have shown that over-exposure to OCPs has a significant effect on both cognitive functioning and human performance. Similarly, modern organizational research has also shown that controlling environmental noise can enhance employee's psychological comfort and quality service delivery. In the banking sector, where the employees often manage confidential financial information, demanding concentration is crucial, effective noise management directly affects the effectiveness of the employees, their relations with customers, quality consciousness.

Linking Office Environmental Factors to Employee Performance

The combination of lighting and ventilation, office layout and noise control, affect employee performance cognitively, physiologically and behaviourally. Favorable working environment minimize physical tiredness, improve mental health, increase communication and boost workers' ability to carry out their given tasks effectively. These mechanisms in turn will lead to increased effectiveness, operational efficiency, customer relationship management and customer quality awareness. However, office environment should not be considered as the only influences of employee performance. There are organizational variables that influence them, like leadership, employee motivation, reward systems, organizational culture, and employee competence, which can either enhance or diminish the relationships between the workplace variables and the outcomes of performance. Based on this fact, this study defines office environmental factors as one of the important antecedent organizational factors that plays a significant (but not exclusive) role in the performance of employees in deposit money banks.

Empirical Review

The study by Adekoya et al. (2020) was a survey research design that examined the influence of work environment on employees' productivity in the banking industry in Nigeria. Selected deposit money banks were selected and data was collected from the employees of the selected banks and analyzed by multiple regression analysis. The study revealed that the environment of work such as physical comfort, safety and office facilities greatly contributed to improving the productivity of the employees. Likewise, Akinyele (2020) studied the impact of work environment on the workers' performance in the Nigerian deposit money banks using quantitative research approach. The results indicated that positive work environments had a positive impact on employees' commitment, efficiency and productivity. Similarly, Agbor and Igweh (2021) examined the job performance and the influence of job environment on employees of Guaranty Trust Bank, Asaba. The study also developed and confirmed that the job performance and effectiveness of employees were highly affected by descriptive and inferential statistical techniques on adequate lighting, office convenience and environmental comfort. The studies have all shown that physical environment in the work place has a significant impact on enhancing employee productivity in the banking industry in Nigeria.

Other empirical studies in other work environments also confirm the positive effect of office environment on employee performance. In Umaru Musa Yar'adua University, Katsina, Shehu (2022) investigated the effect of work environment on employee performance and adopted survey research design and regression analysis approach. The study found that having comfortable working conditions would definitely have a positive effect on the effectiveness of the employees as well as the overall performance of the employees. Moreover, Nosike and Nosike(2022) conducted a study on how organizational environment affects employee's performance in Nigerian deposit money banks and revealed that the supportive environment in the organization enhances employee productivity and service delivery. Similarly, Obganda (2023) noted that good workplace conditions positively influenced the performance of deposit money banks in Rivers State through increased employee commitment and effectiveness in the workplace. Recently, Ibitomi et al. (2026) studied the work environment and employee performance of the deposit money banks in Ondo State and determined that the office environmental factors were still strong predictors of the employees' effectiveness, customer service quality and organizational productivity even with the advent of rapid technological changes in the banking industry.

Although it is widely accepted that physical office conditions have a positive relationship with employee performance, some studies have found that the physical office environment was not enough to account for differences in employee performance. Adeoye and Lawal (2024) examined leadership practices and employee performance in service organisations in Nigeria and concluded that leadership effectiveness, employee competence and management support had greater percentage of variance in employee performance than physical workplace conditions. Also, Alshmemri et al. (2024) reported that although workplace environment significant influence on employee well-being, the improvement of physical office environment does not necessarily mean the improvement of employee performance, unless the employee's having adequate organization environment in terms of organizational support, engagement and motivation. Similarly, Bodin Danielsson et al. (2024) discovered that office design has a positive impact on psychosocial health and interpersonal health of employees, however, the link between office design and work performance is largely dependent on psychological health, collaboration and organizational climate. The findings indicate that the impact of office environmental factors on employee performance is not a standalone factor, but rather manifested through a series of organizational factors and employees' behavioral factors.

The findings on the relationship between office environmental factors and employee performance is also inconsistent based on previous empirical studies, which further suggests that the organizational context has an impact on this relationship. Although physical working conditions are clearly important, several researchers claim that the attitude and commitment of employees affect the results of their work, along with the organization's culture, reward systems, and leadership behavior

and employees' competence. For this reason, across organizations the same working environment can yield different results due to factors such as managerial practices and employee attitudes and organizational support systems. This indicates that environmental factors in the workplace are worthy of consideration as important antecedents to employee performance, and that they depend on other factors of the organization to be effective.

While some empirical studies have shed light on the link between the working environment and employee performance, several gaps are still to be filled. Many previous research studies viewed workplace environment as a general construct and did not isolate the factors of light, ventilation, layout, and noise control from each other. Second, most of the previous studies have concentrated on the productivity of employees in general and not paid attention to the multidimensional measures of employee performance, effectiveness, efficiency, customer relationship, quality consciousness etc. Third, empirical results are inconclusive on whether workplace environmental factors can be said to have an independent effect on employee performance or an interaction effect with leadership, motivation and employee competence. Finally, limited studies had examined these relationships in the individual parts of the deposit money banks in Southeast Nigeria especially access bank plc, Owerri. The above described conceptual, contextual and methodological gaps give rise to the justification for the present study.

3.0 Methodology

This study was conducted using survey research design to investigate the relationship between the factors of the office environment and employee performance in the bank Road Branch of the Access bank Plc, Owerri, Imo State. The survey design was appropriate as it allowed the first-hand information to be gathered from employees regarding their perception of the workplace atmosphere and its effect on them on their job performance.The study population consisted of all the 44 workers of Access Bank Plc Owerri Branch, Bank Road Owerri. The entire population was assumed due to the relatively small population. All 44 employees were sent the structured questionnaires; 38 of the questionnaires were returned valid (86 percent response rate).

A structured questionnaire based on the five-point Likert scale (Strongly Agree (5) to Strongly Disagree (1)) was used as the main tool for data collection. The questionnaire consisted of two sections. Items assessing demographic information were presented in the first section and office environmental factors and employee performance measures were presented in the second section. Indicators of office environmental factors included lighting, ventilation, convenience of office layout and noise control. The employee's effectiveness, efficiency, customer relationship and quality consciousness were used as indicators of employee performance.

The questionnaire for data collection for this study was subject to face and content validity check by experts in Business Administration and Management. Suggestions and contributions were incorporated into the questionnaire and so a valid questionnaire was used for the study. The variables under study were grouped to form indices for the easier and precise measurement. Therefore, the Office Environment and Employee Performance indices were used as single measures to correlate with each other and also to regressed on each other in the study.

The data collected from the study were analyzed using Statistical Package for Social Sciences (SPSS) Software, Version 27. The data analyzed in this study were of the nature that required the use of descriptive statistics. The statistics used were mean, standard deviation, frequency and percentage. These statistics were necessary to explain the research findings of the study in relation to the variables of the study. The two major variables of the study, Office Environment and Employee Performance were measured by indicators. The four indicators that were used to measure Office Environment were lighting, ventilation, office layout and noise control. On the other hand, the four indicators that were used to measure Employee Performance were effectiveness, efficiency, customer relationship and quality consciousness. The averages of the related indicators for the two major variables of the study were used to compute the composite scores for the variables. Pearson Product Moment Correlation was used to test the relationship between the two variables of study, i.e. Office Environment and Employee Performance. Multiple Linear Regression analysis was used in the study to test the effect that the variable of study's (i.e. Office Environment) had upon another variable (i.e. Employee Performance) of study.

The hypothesis was tested with a level of significance at 0.05. The decision rule was that if the probability value (p-value) was < 0.05, then the null hypothesis was rejected, and if the probability value (p-value) was > 0.05, then the null hypothesis was accepted. The findings, conclusion and recommendations of the study have been derived from the results of the statistical analysis.

4.0 Presentation and Analysis of Data

Of the 44 questionnaires sent, 38 (86%) were completely filled and returned, 3 (7%) were partially filled but returned, and 3 (7%) were not returned. The study was thus analyzed using the 38 questionnaires which were completely filled and returned. The gender distribution among the respondents was fairly balanced with 22 (58%) males and 16 (42%) females. When asked about marital status, 16 people (42%) were single, 18 people (47%) were married and 4 people (11%) were in the 'other' category. The age distribution of respondents shows that 4 (11%) were below 20 years old, 13 (34%) were between 20 and 30 years old, 10 (26%) were 31 to 40 years old, 7 (21%) were 41 to 50 years old and 4 (11%) were above 50 years old. The educational qualifications of the respondents shows that 3 (8%) has an FSL certificate, 8 (21%) has a diploma, 22 (58%) has a degree and 5 (13%) has a masters degree or above.

Table 1

Responses on the Nature of the Office Environment

Statement	SA	A	UN	D	SD	Total (N)
The lighting in our office is very encouraging.	21	11	2	3	1	38
We have adequate convenience in our office.	22	8	2	3	3	38
Our office is well ventilated.	20	9	2	4	3	38
Management makes every effort to minimize noise within our office environment.	21	8	2	6	1	38
Total	84	36	8	16	8	152
Mean Response	21	9	2	4	2	38
Percentage (%)	55	22	5	10	5	100

Source: Field Survey 2026.

The type of workplace environment is essential to employee satisfaction and productivity. Respondents were asked for feedback on a number of aspects of the office environment, as outlined in Table 1 and the results are analysed. Firstly, the lighting in the office was found to be very encouraging as 21 respondents strongly agreed and 11 agreed. This means that the lighting is adequate and also helps in developing a positive and inspiring working environment. Secondly, most respondents felt that the convenience in the office was acceptable (22 agreed, 8 strongly agreed). This suggests that the office is equipped with the necessary facilities and resources to support employees in their work. In addition, the office ventilation was reported as satisfactory with 20 respondents agreeing and 9 strongly agreeing. This indicates that there is proper air circulation, ensuring a comfortable and healthy office environment. For reducing noise, the management was believed to attempt every effort to do so with nine respondents agreeing and eight strongly agreeing. This suggests that measures have been taken to reduce noise disturbances within the office environment, promoting a quiet and focused atmosphere. The overall average responses to all statements are positive, with an average score of 21 for strongly agree, 9 for agree, 2 for undecided, 4 for disagree and 2 for strongly disagree.

Table 2
Responses on Employee Performance in the Bank

Statement	SA	A	UN	D	SD	Total (N)
Employees meet their daily targets.	26	7	2	2	1	38
We achieve our objectives within the minimum time.	25	8	1	2	2	38
We ensure that customers are satisfied before leaving the office.	23	9	3	2	1	38
We are committed to quality service.	22	8	2	2	4	38
Total	96	32	8	8	8	152
Mean Response	24	8	2	2	2	38
Percentage (%)	63	22	5	5	5	100

Source: Data are from the field survey conducted in 2026.

The above table presents the responses to employee performance in a bank. The respondents were required to agree or disagree with some statements on a 'Strongly Agree' (SA) to 'Strongly Disagree' (SD) basis. There were 152 responses received. The highest amount of agreement was given to the first statement, "We employee meet up with our everyday targets" (employee effectiveness) with 26 respondents strongly agreeing and 7 respondents agreeing. This means that the staff are confident in achieving their daily targets. The second statement "We achieve our aims at the minimal time", (employee efficiency) was also highly agreed upon with 25 respondents strongly agreeing and 8 respondents agreeing. This implies that the workers are effective in reaching their goals in a brief period. Positive feedback was also given to the third statement, "We ensure our customers are satisfied before they leave the office" (customer relationship) with 23 respondents strongly agreeing and 9 agreeing. This is evidence of the employees' dedication to customer satisfaction. The 4th statement which was 'We are committed to quality service' was given a slightly lesser level of agreement, with 22 respondents strongly agreeing, and 8 respondents agreeing. It is still a positive sign of the employees' commitment to giving quality service, though. On average, all the statements were agreed upon with an average of 24, which has been a positive perception of employee performance in the bank overall. 63% strongly agreed with the statements with 22% agreeing.

Test of Hypotheses
H_0: Office environment has no significant positive effect on employee performance.

Table 3:
Descriptive Statistics

Variables	Mean	Std. Deviation	N
Office Environment	4.23	0.561	38
Employee Performance	4.36	0.524	38

Source: SPSS Version 27 Output (2026)

Table 4:
Correlations

Variables	Employee Performance	Office Environment
Employee Performance	1.000	.781**
Office Environment	.781**	1.000

Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 27 Output (2026)

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781a	.610	.599	.332

a. Predictors: (Constant), Office Environment
Source: SPSS Version 27 Output (2026)

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.274	1	6.274	56. 921	.000
Residual	3.968	36	0.110		
Total	10.242	37			

a. Dependent Variable: Employee Performance, **b. Predictors:** (Constant), Office Environment
Source: SPSS Version 27 Output (2026)

Table 7: Coefficients[a]

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.958	0.447		2.144	.039
Office Environment	0.804	0.107	.781	7.545	.000

a. Dependent Variable: Employee Performance
Source: SPSS Version 27 Output (2026)

Decision Rule
Since the significance value ($p = 0.000$) is less than the 0.05 level of significance ($p < 0.05$), the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted.

Decision
Among the bank employees there is a significant positive relationship between Office environment and Employee performance.

Interpretation
It has been found that there was high positive correlation between employee performance and the office environment ($R = 0.781$) through the regression analysis. The coefficient of determination ($R^2 = 0.610$) shows that the variation in employee performance can be explained based on the office environment, and the other factors, which are not included in the model, explain 39.0% of the variation in employee performance. The ANOVA result shows that the regression model is statistically significant ($F = 56.921$, p value < 0.001), which means that the model is a good predictor of employee performance. Moreover, the regression coefficient of the office environment ($\beta = 0.781$) and its corresponding regression coefficient ($B = 0.804$) and t value ($t = 7.545$) were significant, indicating that when the office environment improves, employee performance also improves. Thus, a favorable office atmosphere has a positive effect on the effectiveness, efficiency, service to customers and work performance of employees in the bank.

Discussion of Findings
The results showed that among the employees of Access Bank Plc, Owerri, office environmental factors were found to have a significant positive impact on the performance of the employees. The general attitude of employees towards the work environment was favorable, especially lighting and ventilation, office layout and noise control, whereas attitude of employees towards the performance was found to be high in all the parameters which are effective, efficient, customer relationship and

quality consciousness. The regression analysis also revealed that the office environment significantly predicted the employee performance with 61.0% variance explained in the employee performance. This finding corroborates the findings of Santoso and Oktafien (2024), Agbor and Igweh (2021), Akinyele (2020), Nosike and Nosike (2022), Ogbonda (2023) and Ibitomi et al. (2026) which stated that good working conditions improves employee productivity and organizational performance.

The findings should, however, be seen in line with the works of Adeoye and Lawal (2024) and Alshhemiri et al. (2024) that also pointed out that leadership, employee motivation, and organizational support are also important factors affecting employee performance. The results thus confirm Herzberg's Two-Factor Theory and Affective Events Theory, that the positive work attitude and performance outcome are obtained by the positive conditions in the workplace.

Summary of Findings

The study focused on the impact of the factors in the office environment on the performance of employees in Access Bank Plc, Owerri. The results indicated that the respondents felt the environment of the office was conducive, mainly in terms of lighting and ventilation, office layout and noise control. High effectiveness, efficiency, customer relationship, and quality consciousness of the employees were also reported. The result of a correlation analysis showed there was a high positive correlation between office environment and employee performance. Also, regression analysis showed that the variance in employee performance was significant at a level of 0.01, with the variance in employee performance explained by the office environment 61.0% of the time and other organizational factors outside the scope of this study 39.0%.

5.0 Conclusion

The study finds that the factors of the office environment play a significant role in influencing the performance of the employee in Access Bank Plc in Owerri. A good office atmosphere with good lighting, proper ventilation, good office layout and effective noise control improves the efficiency and effectiveness of employees, their relationship with customers and their quality consciousness. Other organizational factors may also influence on employee performance like leadership, employee's motivation, competence etc., which were not explored in the study as a significant predictor of employee performance. Thus, promoting the improvement of the workplace environmental conditions is still one of the key strategies for improving employee productivity and service delivery in deposit money banks.

6.0 Recommendations

1. Management should continually strive to improve the environmental conditions of the workplace by using the right lighting, ventilation, layout of offices and noise control measures to improve employee performance.
2. Bank management should be complemented with improvements in physical work environment with supportive leadership, employee motivation and effective communication to optimize the productivity of bank employees.
3. Trainings and professional development should be conducted regularly to enhance employees' competencies and ensure their quality service delivery.

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