

Remote Work Environment and Employee Performance of Deposit Money Banks in Rivers State

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Abstract: *This study carried out a survey study on remote work environments and employee performance. of deposit money banks in Rivers State. A population of 345 employees of 15 deposit money banks in Rivers State were covered and a sample of 185 was drawn using Krejcie Morgan's 1970 table. A simple random sample technic was used. A structured questionnaire was distributed to the sample elements. The independent variable (remote work environment) dimensions are work from home and flexible work environment while the dependent variable (employee performance) was measured with task adaptive performance. the Spearman, rank correlation coefficient statistical tool was used to analyse the result. The findings show a strong positive relationship between the remote work environment and employee performance at the money deposit bank in Rivers State. The study recommended the usage of both flexible work environments and work-from-home for successful employee performance.*

Keywords: *Remote Work Environment, Flexible Work Environments, Work-From-Home, Employee Performance. Task Performance, adaptive Performance.*

1.0 Introduction

Scholars (Chandrasekar, 2011; Permatasari& Ratnawati, 2021; Shilpa, W. (2015).) have concurred in the literature that performance is a big concern in most organisations since the efforts and performance of the workforce is the soul and heart of an organisation. Employee performance is the accomplishment of a person's or a group of persons' tasks after expending the appropriate efforts on the relevant activity (Karakas, 2010). Employee performance is one of the criteria of success for an organisation (Permatasari & Ratnawati, 2021), in the sense that even minor changes in employee performance result in changes in the organization's overall performance. Since employee performance has a significant impact on both the financial and programmatic aspects of any business, managing employee performance is just as crucial for managers as managing financial resources and programme outcomes. Financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder returns (total shareholder return, economic value added, etc.) are three distinct areas of firm outcomes that make up organisational performance, according to Richard et al., (2009). Nevertheless, performance is all about attaining the goals that organizations/firms establish for themselves, according to Nor'Aini and Davoud (2010).When there is turbulence in the workplace, many firms struggle to succeed and sustain strong performance standards.

The workplace atmosphere influences employee engagement, productivity, and morale in both positive and negative ways. The word "work environment" refers to the conditions under which an individual works, whether those conditions are physical or virtual (remote). The literal

definition of the phrase "work environment" is the circumstances under which individuals work to advance the goals of the business. According to Bushiri (2017), a work environment is one in which a team of individuals cooperates to execute a task. The location and surrounding area, as well as material possessions, are all parts of the workplace's physical environment. Employees are also obligated to come into the office each day. The office atmosphere allowed for spontaneous conversations and remarks that would not have been possible in a remote location. The physical (office) surroundings and non-physical (remote) surroundings together make up the work environment.

While some people found it a simple transition from the office to remote employment, others struggled to strike a balance between their family and professional commitments. Not all remote employees can maintain their levels of productivity when working from home. This can be because of a lack of amenities like swift team interactions and fast internet connections, or it might be because of the distractions that are inescapable at home. While no one can predict the future, the majority of firms are now evaluating how remote work affects employee performance. Some employers are switching to permanent work-from-home arrangements because they are so pleased with their employees' productivity. Others are disgruntled and believe that working from home reduces productivity. However, in order to remain competitive, human resource (HR) professionals must ensure that their talent acquisition approach evolves to suit candidate preferences. To recruit in-demand positions and capabilities, HR teams can leverage labour market data to follow flexibility trends, compare hybrid and remote work choices in rivals' job descriptions, and benchmark onsite and remote work alternatives in their own job descriptions.

People work independently, but they also interact with others in a shared workspace, calling for a variety of office solutions (Chandrasekar, 2011; Musmuliana & Mustaffa, 2012). As a result, the relationship between the work environment and employees is inextricably linked, and the dynamics of relationships developed in a shared workplace where individuals shape professional and personal connections, as well as the intensity and complexity of relationships developed between individuals in a work environment, are decisive in determining the level of professional participation and commitment that employee's workout (Chandrasekar, 2011; Robbin et al. 2008).

How well a company engages employees influences both their motivation to work and their desire to learn new skills. Human resource performance must be good in a world where firms and even nations compete on a global basis. According to research (Suwati, Minarsih, and Gagah, 2016), the major purpose of work for someone is to achieve self-satisfaction, motivation, and a good work environment. Motivating and engaging employees in their jobs results in higher levels of satisfaction and lower levels of retention in an organisation, resulting in a healthy and joyful work environment devoid of stress and negativity (Genzorová, 2017). A healthy work environment encourages individuals to communicate their thoughts and ideas at work, allowing them to engage in organisational meetings and discussions for the success of organisational goals and growth.

Working from home has become necessary for a big number of organisations due to pandemic-related diseases, bringing with it a slew of new challenges. According to an IBM survey, 83% of employees prefer working remotely in some capacity, even once lockout limitations are relaxed. Even in a remote working environment, the fundamentals of performance management remain the same, but they must be implemented differently. Managers who supervise their teams remotely should look for ways to improve workforce performance by reviewing the responsibilities assigned

to team members, communicating with them, and identifying areas of opportunity and improvement, potential roadblocks to performance, and the next steps in ensuring an effective remote work environment because a positive work environment motivates and engages employees in their work. Retail and commercial banks must balance risk and security, employee productivity and customer service as they cope with a variety of pandemic-related challenges. They are also beginning to look at strategies and platforms that will enable end-to-end digital operating models to develop far more quickly than anyone anticipated, including banks and consumers. Several research on the work environment have been conducted, but there is a scarcity of empirical work on the remote work environment and employee performance in Rivers State. This investigation will fill the gap.

Statement of the Problem

Today's workplaces are frequently unpredictable due to quick technical advancements, rapid changes in international marketplaces, and rapid changes in the political scene. Many organizations are worried about employee performance and productivity since work-life boundaries are blending more and more (Amico, 2021). The new "working-from-home economy," which is anticipated to outlive the coronavirus pandemic that gave rise to it, faces further challenges and organizations must constantly overcome fresh challenges (Bloom, 2014).

The majority of the industry's workplaces, whether they were office-based or remote, were frequently hazardous and unhygienic. Some workplaces may have poorly built workstations, incorrect furniture, a lack of ventilation, poor lighting, excessive noise, inadequate safety measures for fire emergencies, and a lack of personal protective gear. Working in such conditions increases the risk of occupational illness, which has an impact on productivity. The office setting has a negative impact on performance.

Banks have a number of challenges, ranging from large-scale laptop supply to security issues, such as handling the flood of newly issued two-factor authentication devices. Real-time collaboration tools have become a source of contention and there is a need to prepare for uncertainty because failing to do so may have an influence on the organisation; nevertheless, this uncertainty varies greatly among countries, with developing countries appearing to have roughly one-third higher macro uncertainty than developed countries.

Some workers experience severe physical and environmental difficulties at work, making it impossible to offer them this opportunity to raise their performance levels. When the job requires visiting clients or dealing with products or equipment to meet their needs, issues with meeting needs develop in the banking, retail, healthcare, transportation, and business sectors because not everyone in most businesses can operate efficiently from home.

Many firms lack the facilities or adequate internet connection to allow employees to work from home successfully. More than half of those polled who now work from home do so in shared rooms or their bedrooms. Only 65 percent of Americans in Bloom's 2014 research of America, a developed country, reported having fast enough internet capacity to support effective video conversations. The remaining 35% have such bad or no internet at home that successful telecommuting is impossible (Bloom 2014). How much more in undeveloped nations like Nigeria,

where the majority of people do not have access to the internet and infrastructure is severely lacking?

Not all remote personnel can sustain their production levels when working from home. This could be due to a lack of conveniences such as quick team contacts and fast internet connections, or it could be due to the inevitable distractions at home. To provide solutions on workplace environment effectiveness, the study investigates the remote work environment and employee performance of the money deposit banks in Nigeria.

Aim and Objectives of the Study

The study investigates the relationship between remote work environment and employee performance of deposit money bank in Rivers State. Specifically, the study demines the association between:

1. Work from home and task performance.
2. Work from home and adaptive performance.
3. Flexible work environment and task performance.
4. Flexible work environment and adaptive performance.

Research Questions

1. What is the relationship between work from home and task performance?
2. How does work from home relates to adaptive performance?
3. What is the relationship between flexible work environment and task performance?
4. How does flexible work environment relate to adaptive performance?

Research Hypotheses

Ho₁: There is no significant relationship between work-from-home and task performance.

Ho₂: There is no significant relationship between work-from-home and adaptive performance.

Ho₃: There is no significant relationship between a flexible work environment and task performance.

Ho₄: There is no significant relationship between a flexible work environment and adaptive performance

2.0 Literature Review

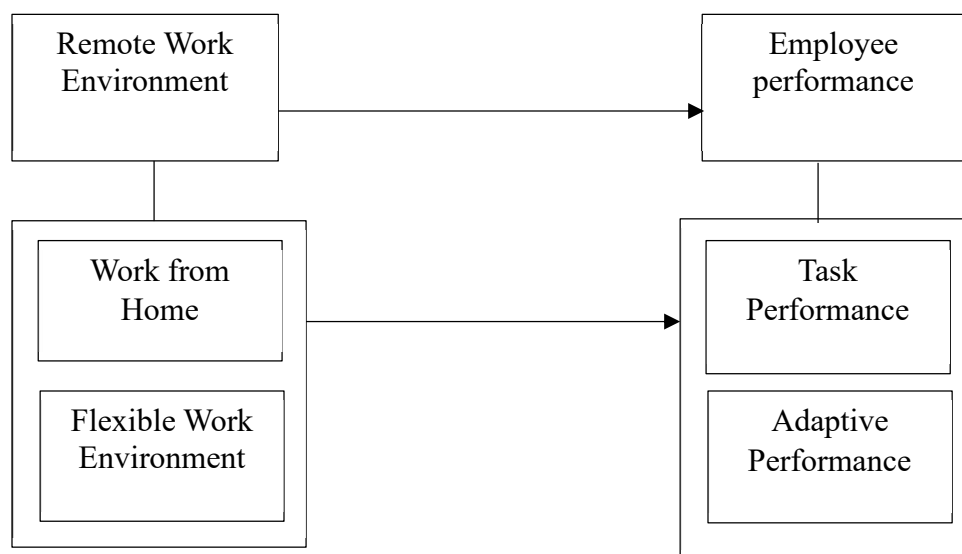


Fig 1: Conceptual framework of remote work environment and employee performance of deposit money banks in Rivers State

Source: Conceptualized by the Researcher.

Theory of Work Adjustment

This study is anchored on theory of work adjustment. A psychological theory called the theory of work adjustment seeks to clarify how employees adapt to their working environment. At the University of Minnesota in 1964, Rene Dawis, George England, and Lloyd Lofquist established the notion of work adjustment. According to the principle of job adjustment, employees engage with their workplace environment. The interaction of employees with their surroundings is referred to as adjustment. In the fundamentals of the theory of job adjustment, people can be represented by the letter P, whereas the workplace can be represented by the letter E. P and E must interact since they both have needs that one or the other of them may fill (Study.Com, 2023)..

Remote Work Environment

An agreement between an employer and employee that permits the employee to work from a location other than the office or premises is known as a remote work arrangement. Working in unconventional ways is now possible thanks to modern technology, and the labour market has changed tremendously as a result. Many businesses recognize the benefits of remote work, and the number of flexible employments may continue to rise. Employers may, depending on the circumstances, permit employees to work remotely on a permanent or temporary basis through their employment contracts or employee handbooks under specific circumstances, such as when a close relative requires care and the employee needs to be away from the office, or when the person wants to work from home due to distractions at work, or when there is a deadly virus that does not permit the employees to have physical contact. However, it is important to realize that working from home has no effect on productivity. Instead, this configuration allows individuals to work in a more comfortable environment, enhancing their productivity.

According to Gartner (2023), remote work is a type of flexible work arrangement that enables an employee to conduct business away from the company's facilities. This arrangement can assist assure work-life balance, access to career prospects, or reduce transportation costs for workers who can conclude their work remotely. The firm will gain from increased productivity, personnel retention, and cost savings on physical resources. Remote work might be intermittent or ongoing, temporary or permanent, part-time or full-time. Policies governing device utilisation, network security, and performance criteria are required for remote work.

Work from home

Working from home is a term used to describe work done outside of a regular office context. The idea behind this type of remote work is that employees can complete projects and daily activities without having to drive to an office every day. There are various levels of remote employment available, but each form offers the benefit of flexibility in an employee's professional and personal life (Indeed Career Guide, 2023).

Fully remote employees operate full-time for a company with a regular office from their remote locations. They have a clear wage rate or income, and the occupations are typically career-oriented with opportunities for advancement. The organization will most likely have many remote workers and a framework that allows for remote employment. This contributes to maintaining high levels of communication and productivity. Employees who work completely remotely receive the same perks and salary as on-site employees and can often live anywhere in the world. Banks will be able to recruit a wider and more affordable talent pool if their work-from-home policies are more lenient. Additionally, they will be able to do it for less money. The geographic area from which a bank can attract workers is constrained the more they are required to work in the office (Nichols, 2021).

Flexible Work Environment

Flexibility is the capacity to swiftly and reassuringly adapt to a temporary change in order to successfully manage unforeseen obstacles or tasks' (Mind Tools Content Team, 2023). Flexible work is a type of remote job that allows scheduling, location, or both freedoms. Flexible employment is often a normal in-office position that allows for at least one week of telecommuting. Organisations may allow current in-office employees to shift to a flexible position based on their length of service, job achievement, and whether or not their job functions can be performed remotely (Indeed Career Guide, 2023). Some flexible employment operates in the reverse direction, allowing employees to work remotely most of the time while commuting to in-person meetings at the office once a week. Employees in this situation are normally required to live in the city where the office is located.

Employee Performance

Performance can be defined as the accomplishment of a programme or policy in the realisation of an organization's objectives, goals, vision, and mission policies that impact the organization's objectives, vision, and mission through strategic planning (Shilpa, 2015; Kawiana et al., 2018; Neal et al., 2000). According to Bataineh (2017), an employee's performance is a combination of

how efficiently and effectively they complete their daily activities in order to meet the expectations of their stakeholders.

All organisational activities, policies, practises, knowledge management practises, and employee engagement have a significant impact on an individual's or an organization's performance. Performance management is described by Islami, Mulolli, and Mustafa (2018) as a structured process with crucial components like agreement, measurement, support, feedback, and constructive reinforcement, all of which have an influence on results in terms of performance potential.

The effectiveness of the workforce in producing the intended results is one of the primary problems facing today's organisations. Prior research has looked at how well employees perform through a variety of perspectives that fall under the categories of organisational behaviour and human resources (Saidi, et al., 2019). In order for an organisation to achieve the intended outcomes and success, having effective human resource management involves having an effective staff with enhanced work performance. An employee's performance is related to the task's major completion following the execution of the employee's work-related activities and is crucial for the success of an organisation (Stalmašeková, Genzorová, & Čorejová, 2017).

Previous studies revealed that using lucrative incentive programmes to encourage workers to contribute meaningfully and effectively at work will produce outstanding outcomes (Utin & Yosepha. (2019). The success of an organization depends heavily on its workforce and many things affect an employee's performance level at work, including the physical workspace, standard operating procedures and policies, the significance of the work being done, the tools being used, rewards in the system (good or bad), performance expectations, performance feedback, skills, knowledge, attitudes, and behaviours (Okasheh, 2017). Both the remote and physical working environment is an important component of the work environment that has been extensively researched and studied because they can interfere with, obstruct, or place restrictions on a range of employee behaviours that may have an impact on the task being performed (Stalmašeková, Genzorová, & Čorejová, 2017).

Saidi, Michael, Sumilan, Lim., Jonathan, Hamidi, & Ahmad. (2019). investigate the relationship between the working environment and employee performance based on five dimensions of the working environment. The quantitative survey design was utilized in this study and data were collected by using questionnaires. The respondents of this study were administrators from different departments in a local municipality located in Kuching. The data were analysed by using Pearson's Correlation Analysis to measure the relationship between the variables. The finding shows there is a significant relationship between the working environment and employee performance. Support from supervisor was found to be the dominant variables in ensuring a positive working environment.

Task Performance

The term "task performance" refers to the necessary technical activities and behaviours for the job. It describes how well a person does on a specific task. Response time or accuracy are the major metrics used to quantify someone's success on a task. Employees must complete all requirements of a work in order to do it properly, and the assignment must be completed within the time and budget provided (Johnson, 2017). Because the outputs of the tasks are evaluated in respect to the requirements, the completed tasks are expected to meet their requirements. When a designated

person (or a workgroup of persons) implements the plan for a task, task performance takes place. This describes how they carry out a task in the manner that was intended. Given that a task has been given along with the essential components of its plan (the task goals, a plan of actions to achieve these goals realistically, and some success measurements to evaluate the efficacy of these efforts), it is now time to choose the most qualified performers who can carry out the actual work. The success of task performance (the proper completion of practical work) is influenced by the criteria listed below (which are necessary for performers to be effective in their actions):

Adaptive Performance

The ability of an employee to innovate a better procedure and standard is referred to as adaptive performance. It is how well you deviate from your original strategy. According to Pulakos et al. (2000), adaptive performance is regarded to encompass aspects of problem-solving, coping with uncertainty, learning new tasks and procedures, and physical, interpersonal, and cultural adaptability. Adaptive performance has been distinguished from task proficiency and proactivity (Gryphon et al., 2007), the latter describing anticipatory, self-directed behaviours aimed at achieving desired outcomes and the former describing behaviours that are neither formalised nor embedded in a social context.

Performance that demonstrates the development of new skills in response to change is referred to as adaptive performance. According to experts working at the microscale, adaptive performance enhances task performance, similarly, macro-level researchers have suggested that in order for adaptive performance to improve firm performance, organizations need to pay attention to, monitor, and react to environmental variables (Shoss, Witt, & Vera (2012). Drawing on the attention-based theory of the firm and resource theory, the perceptions of organizational politics and individual differences in conscientiousness are contingent upon the adaptive performance-task performance relationship.

Empirical Review

Al-Omari and Okasheh (2017) investigate how the office environment influences productivity. The sample size for a case study involving an engineering firm was 85 people. To fulfil the study aims, a quantitative technique that indicates a cross-sectional survey was used in addition to the literature evaluation. The work environment was examined in terms of noise, temperature, air, light and colour, space, and employer satisfaction. (SPSS, Version 22) was used to examine the obtained data. The findings revealed that situational constraints, which include aspects like noise, office furniture, ventilation, and light, are the key work environment conditions that have a detrimental impact on employee performance and should be given greater attention. As a result, employer satisfaction rises.

Cera and Kusaku's (2021) study on public sector performance has piqued the interest of many scholars since it is regarded as one of the most important criteria for efficiency and favourable outcomes in the public sector. Many characteristics that influence success in public organisations have been found through various studies. This study looked at four of them: organisational culture, work environment, training and development, and management. For this study, a total of 162 local government employees were polled. The results were obtained using statistical tests such as

Cronbach Alpha, KMO, and Bartlett, as well as factor analysis, correlation, and regression. According to the findings, elements such as work environment, training and development, and management are major drivers of organisational performance. Meanwhile, organisational culture has a negative correlation with organisational performance.

In a sample of hotel workers in England, Jayaweera (2015) investigated the relationship between work environment characteristics and job performance as well as the degree to which this relationship is mediated by work motivation. For this cross-sectional study, questionnaires were given to 254 hotel employees at 25 chain hotels in Bristol, England. The results show a significant relationship between work environment factors and job performance, with work motivation serving as the mediating factor. The results also show a strong correlation between job performance and the work motivation of hotel workers. The findings also indicate that there is a significant association between hotel staff's work motivation and job performance. The findings emphasise the significance of working conditions and job motivation in understanding hotel workers' job performance within the context of work environment conditions and job performance.

Zhenjing, Chupradit, Nassani, and Haffar (2022) examined the moderating effects of employee commitment and achievement-striving capacity on the working environment's effects on task performance. For this, a cross-sectional research design and the convenience sample approach were used to collect data from academic staff members. To meet the required sample size requirements, 420 questionnaires were distributed to respondents. Only 330 of the surveys that were sent out were returned. 314 were usable responses. Smart PLS 3, structural equation modelling (SEM) was used to analyse the data. The findings showed that a good working environment could raise staff productivity. A favourable work environment also considerably increased employees' commitment levels and capacity for goal-setting. Employee commitment and ability to pursue goals increased employee performance. While in the mediation instance, it was also noted that the work atmosphere sparked employee devotion and achievement-striving capacity, further enhancing employee performance.

3.0 Methodology

A survey design was employed to attain the objectives. A population of 345 employees of 15 deposit money bank in Rivers State were covered and a sample of 185 were drawn using Krejcie Morgan 1970 table. Simple random sample technique was used. A structured questionnaire was distributed to the sample elements. The independent variable (remote work environment) was operationalized with work-from-home and flexible work environment. Each construct was measured with 5 items. The dependent variable (organizational performance) was measured with task performance and adaptive performance. The Cronbach alpha was utilized to determine the reliability of the variable. The questionnaire items were rated on a 4-point Likert scale from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The Spearman rank order correlation coefficient was used in analyzing the earlier state hypotheses.

4.0 Result

185-questionnaire were distributed, but only 180 (97.3%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Correlations between work from home and dimensions of employee performance

		Work from Home	Task Performance	Adaptive Performance
Spearman's rho	Work from Home	Correlation Coefficient	1.000	.782**
		Sig. (2-tailed)	.	.000
		N	180	180
	Task Performance	Correlation Coefficient	.782**	1.000
		Sig. (2-tailed)	.000	.000
		N	180	180
	Adaptive Performance	Correlation Coefficient	.789**	.794**
		Sig. (2-tailed)	.000	.000
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023.

Work from Home and Task Performance: Column five of table 1 above shows r value of 0.782** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating work from home and task performance. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that there is no significant relationship between work from home and task performance is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between work-from-home and task performance.

Work from Home and Adaptive Performance: Column six of Table 1 above shows rho value of 0.789** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating work from home and adaptive performance. Since the significance value is less than the alpha level of 0.05, the null hypothesis which states that there is no significant relationship between work-from-home and adaptive performance is rejected and the alternate hypothesis is accepted. This implies that there is a highly significant positive relationship between work-from-home and adaptive performance.

Table 2: Correlations between flexible work environment and the dimension of employee performance

		Flexible work environment	Task Performance	Adaptive Performance
Spearman's rho	Flexible work environment	Correlation Coefficient	1.000	.692**
		Sig. (2-tailed)	.	.000
		N	180	180
	Task Performance	Correlation Coefficient	.692**	1.000
		Sig. (2-tailed)	.000	.000
		N	180	180
	Adaptive Performance	Correlation Coefficient	.722**	.694**
		Sig. (2-tailed)	.000	.000
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023.

Flexible Work Environment and Task Performance: Column five of Table 2 above shows rho value of 0.692** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating flexible work environment and task performance. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between flexible work environment and task performance is rejected and the alternate hypothesis is accepted. This implies that there is a moderately significant positive relationship between flexible work environment and task performance.

Flexible Work Environment and Adaptive Performance: Column six of table 2 above shows r value of 0.722** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating to flexible work environment and adaptive performance. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{04}) which states that there is no significant relationship between flexible work environment and adaptive performance is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between a flexible work environment and adaptive performance

5.0 Discussion of Findings

The data analysis above depicts that remote work environment in terms of work from home and flexible work environment has connection with organizational performance. The discussions of each hypothesis are specified below.

Work from Home and Task Performance

The results of the data analysis in table 1 showed a strong relationship between work from home and task performance. The P-value of 0.000 demonstrates relationship existence between work from home and task performance, and the rho value of 0.782 demonstrates a strong positive connection between the variables. This result is consistent with Al-Omari and Okasheh (2017) whose findings revealed that situational constraints and other key work environment conditions have a detrimental impact on employee performance and should be given greater attention. It also aligns with Stalmašeková, et al., (2017) findings that an employee's performance is related to task's major completion.

Work from Home and Adaptive Performance

The bivariate hypothesis 2 analysis showed a substantial and significant correlation between work-from-home and adaptive performance. The P-value of 0.000, and the rho value of 0.789 demonstrates a strong positive link between the work from home and adaptive performance. The results support those of Zhenjing, Chupradit, Nassani, and Haffar (2022) whose findings showed that a good working environment could raise staff performance, and increase employees' commitment levels and capacity for goal attainment.

Flexible Work Environment and Task Performance

The results in Table 2 revealed that value chain flexibility relates significantly with task performance. The correlation among the variables signifies that value chain flexibility can improve the task performance. The P-value of 0.000 shows that process innovation relates to exploitation, while the rho value of 0.692 shows a high positive correlational value among the variables. This

result is consistent with that of Jayaweera (2015) whose findings reveal the significance of working conditions and job motivation in on performance within the context of work environmental conditions and job performance.

Flexible Work Environment and Adaptive Performance

The analysis presented in Table 2 revealed that value chain flexibility relates significantly with adaptive performance. The P-value of 0.000 shows that value chain flexibility relates to adaptive performance, while the rho value of 0.722 shows a high positive correlational value among the variables. This denotes that an organization with a flexible work environment will improve their adaptive performance. This finding agrees with Shoss, Witt, & Vera (2012) whose findings reveals that adaptive react to environmental variables. It also agrees with Cera and Kusaku's (2021) whose findings show that the work environment, is major driver of performance.

6.0 Conclusion and Recommendations

The study examines the remote work environment and organizational performance of deposit money banks in Rivers State, Nigeria. The study found a strong correlation between remote work environments in deposit money banks and organizational performance. Given the unprecedented time-to-market challenges, mishaps, policy changes globalization, and intense rivalry that the banking sector must contend with, a remote working environment is essential for progressive organizational performance. The study concludes that a relationship exists between remote work environments and employee performance. The study recommended that;

1. Remote working environment should strike a balance between family and professional commitments for effective employee performance at the deposit money banks.
2. The deposit money bank employees should build a scalable learning infrastructure and effectively train workers on remote working environments and how to work under distractions that are inescapable at home.
3. The bank should put in place the necessary infrastructures, amenities, fast internet connections and swift team interactions that it might need for task efficiency and adaptability at the workplace and improved performance.
4. The deposit money banks must be adaptable in turbulent situations and changes.

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38-item employee performance scale. Exploratory factor analysis revealed three distinct factors of 42-item instrument on employee performance was proposed for empirical validation. The instrument

Abstract

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Conceptual Model and Empirical

contextual performance (TAC). Reliability study on the sample reported significant internal consistency

Employee Performance at Workplace:

employee performance that constitute the new scale: task performance, adaptive performance, and framework offers an inclusive understanding of the nature and subtleties of employee performance. It

from the explored factors to create and maintain a better work environment.

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