The Effect of Workplace Climate on Employee Performance of Selected Deposit Money Banks in Kano Metropolis

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Abstract

This study examines the effect of workplace climate on employee performance of deposit money banks in Kano metropolis, Nigeria. The main objective is to examine the effect of workplace climate dimensions (meaningfulness, self-determination, working condition, work intensity, job security) on employee performance of deposit money banks in Kano metropolis. The study employed a survey research design a questionnaire was used as the main instrument of data collection. Out of the 253 population, a sample of 155 was selected. Regression analysis method using SPSS version 20 was used to analyze the data. The result showed that meaningfulness, working condition, work intensity and job security has positive and significant effect on employee performance of deposit money banks in Kano metropolis. Whereas, self-determination has no significant effect on employee performance of deposit money banks in Kano metropolis. The study however concluded that, this study will benefit the management of the selected banks, Nigerian deposit Insurance Corporation and the central bank of Nigeria for effective and efficient decision making when it comes to workplace climate on employees performance of the selected deposit money banks in Kano metropolis. Therefore, the researcher recommended that emphasis should be placed more on meaningfulness, working condition, work intensity and job security than self-determination for further study in Nigerian banking industry. Recommendation and area for further study was also suggested.

Keywords: Employee Performance, Insurance, Climate, Decision Making,

1. Introduction

This section introduces the background to the study and the statement of the problem.

1.1 Background to the study

Heathfield (2009) viewed performance management as the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance

management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. According to Cascio (2006) performance is the degree of an achievement to which an employee's fulfil the organizational mission at workplace. He continues to say that the job of an employee is build up by degree of achievement of a particular target or mission that defines boundaries of performance. To achieve high levels of employee performance or productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson & Chang, 2004). Ensuring adequate facilities are provided to employees, is critical to generating greater employee commitment, productivity and performance.

Gonzalez (1999) defines importance of working environment as it is an important determiner of employeeperformance and helps employees to concentrate on their job properly. Brill (1992) estimates thatimprovements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth & Kleiner (1996) argued that increasingly an organization's physical layout is designedaround employee needs in order to maximize productivity and satisfaction. They argue that innovativeworkplaces can be developed to encourage the sharing of information and networking regardless to jobboundaries by allowing communication freely across departmental groups. Statt (1994) argues that the modernwork physical environment is characterized by technology; computers and machines as well as general furnitureand furnishings. Conducive work environment ensures the wellbeing of employees which always was enable them exert themselves to their roles with all force that may translate to higher productivity (Akinyele, 2007).

The following issues were observed in the banking industry to have negative effect on employee performance. These include; job insecurity, job overload, job dissatisfaction, etc leading to high labor turnover and low employee performance. Similarly, most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace climate. Better physical environment of organization particularly the

banking sector, boosts the employees and ultimately improve their productivityand performance. It is against these that, this study will examine the effect of workplace climate on employee performance among banks in Kano.

In addition, the Nigerian banking industry has undergone remarkable changes in terms of the structure, ownership and mode of operation driven by recapitalization and consolidation reform program which took place in the year 2005. However, as more organizations are turning to merger and acquisition based on recapitalization of their sector enter into new global markets, provide extended services to customers and improve operating efficiencies. Yet, most of the organizations that fused to meet up with these competitive challenges have failed to reach their intended objectives because merging organizations typically overlook the importance of human resource in such arrangements (Anifowese, Genty, & Atiku, 2011).

Consequently, the aftermath events of the recapitalization and consolidation reform in the banking workplace climate to captive and canon folders whom are always at the receiving end of poor management decisions (Nwude, 2012). These led to pay cuts, career stunting, increased used of non-standardized workers due to out sourcing, employee turnover, high rate of turnover intention and inadequate training intervention (Nwude,2012). There is also issue of extensive marketing targets at the expense of managerial and leadership skills and intense competition among others, (Bologun, Adetula & Oluwodunoye, 2013).

1.2 Statement of the problem

In Nigeria, performance of Deposit money banks has drastically declined due to the harsh economic situation. (Ayodeni, 2016). In the past, Deposit money banks are known for declaring huge and unprecedented profits but recently such profit have dropped due to economic recession, drop in global prices of crude oil, stiff competition among banks, high cost of doing business, economy and political uncertainty, and draught of international and local investment.

Several studies have been carried out in different part of the world linking workplace climate and employee performance. Various literatures indicated that the factors such as dissatisfaction,

cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Clements Croome 1997). Studies by Awan and Tahir (2015), Cooke and Meyer (2007), Leblebici (2012), Ali, Ali, and Adan (2013), Jayaweera (2015), Kanji and Kabare (2013), Ushie, Agba, Ogaboh and Chimaobi (2015), Levert, Lucas, and Ortlep (2000) which examined workplace climate and employee performance in different locations (Pakistan, U.S.A, Turkey, Somalia, England, Pakistan, Nigeria, and South Africa) in Banks, Insurance, Manufacturing, Hotels, Education, Health, Automotive supplies firms, and Agro-based industry. Most findings showed that workplace climate have relationship with employee performance, whereas the study of Ari and Adan (2013) in Malaysia indicates a negative relationship between workplace climate and employee performance.

In light of the above, a gap to be filled by this study include; this study would use different proxies (meaningfulness, self-determination, working condition, work intensity and job security) to measure workplace climate and employee performance. In addition, only a few studies were found in the Nigerian context. Example is the study of Ushie, Agba, Ogaboh and Chimaobi (2015), Olu and Abolede (2008), Okereke and Wnenna (2011) in Cross rivers, Osun and Ebonyi state respectively. This study will be conducted in Kano. It is against that this study will examine the effect of workplace climate on employee performance among DMBs in Kano.

2. Literature Review

This section presents the conceptual review, empirical review, theoretical review as well as the theoretical framework.

2.1 Employee Performance

Understanding human behavior in workplace has been one of the most prioritized tasks for any organization. This is due to major changes like globalization and technological advancement that change in the structure of the business done, the workforce behavior and management of employees. To keep up the business state of the art and become successful, the organizations should acclimatize with these changes (Vercueil, 2001). So, it has become important for employers to know what motivates their employees rather than emphasizing them to increase productivity. When written effectively, employee performance evaluations are very helpful to the productivity

of an organization. They provide with the tools to gather information and communicate company and individual goals to all employees. They also provide a structure for a pay-for performance system that rewards employees for successfully achieving those goals. These evaluations are tools that have the ability to make everyone more productive and engaged in their jobs and therefore make the company more successful.

Kaplan and Norton (1992) argue convincingly that the mix of measures which an organization should use to assess its workers performance should be based around four different perspectives:

1. Financial Measures: Such as sales growth, profits, cash flow and increased market share.

2. Customer Measures: That is, the customer perspective, which looks at, for example, delivery time, service quality, product quality.

3. Internal Business Measures: cycle time, productivity employee skills, labor turnover.

4. Innovation and Learning Perspective: Including such elements as ability to innovate and improve. The focus must be on what is achieved: results are what count.

Employee performance is defined as actions that contribute to organizational goals that are under employee's control (Rotundo, 2002). It is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the productivity of the individual (Sinha, 2004). It is measure through the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey, 1993). Productivity is that which people can produce with the least effort (Rolloos, 1997). Productivity is also defined by Sutermeister (1976) as "output per employee hour, quality considered". Dorgan (1994) defines productivity as, "the increased functional and organizational performance, including quality". Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services.

Moreover, Njanja, Maina, Kibet, and Njagi (2013) suggest the following are indicators for measuring employee performance: quality that can be measured by percentage of work output that must be redone or is rejected; customer satisfaction that can be measured by the number of loyal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when

employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008). This buttresses the need to measure individual performance of employees as a way of weighing the effect the reward system has on the workforce and by extension, the organization (Armstrong, 2006). In addition, It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington, Hall & Stephen, 2008).

2.2. Workplace climate

According to Advance Learner Dictionary (2007), working climate is working environment and all existing circumstance affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility organizational culture work load and training. Similarly, Gerber (1998) viewed working condition as the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions. Therefore, this study adopts the definition of working conditions as "working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment. Working conditions are created by the interaction of employee with their organizational climate, and to include psychological as well as physical working conditions (Gerber 1998). Moreover, today's working environment differs from the past because workers today are working with technology advancement. Workers, especially in government sector also play variety of roles to full fill their working needs (Junaida, Mahadir, Siti, Hajjar & Afida, 2010).

2.3 Workplace climate and Employee performance

Several studies investigated the relationship between working environment and employee performance. For example, Mohanty, Susmitaparija and Ghansyamsahu (2012) found that a positive relation exists between HRD climate and employee performance and any change in working climate impacts on performance. Also, Ollukkaran and Gunaseelan (2003) found that how well employees engage with their working environment, it will have positive impact on employees' performance level. Similarly, Mcguire and Mclaren (2007) found that a working environment has a strong impact on employees' well-being and develops interaction, collaboration

and innovation and increase job satisfaction. In studying the impact of indoor environment, Roelofsen (2007) found that indoor environment has great impact on job performance and level of performance can be increased from 5 to 15 percent because of improving working conditions. Work place level also impacts on employees stress as according to (Vischer, 2006) that a good working environment will lead to better fit between work space and employees and results in improving behavior and stress related emotions. Moreover, Ali et al. (2013) found that the productivity of employees will increase by keeping working conditions and working environment up to certain threshold level and subsequently will decrease if work load will increase from above certain threshold level.

In a different study, Awan and Tahir (2015) examined the impact of working environment on employee's productivity using a sample of 23 banks and insurance company in Pakistan. 195 copies of questionnaire were distributed out of which 141 were retrieved. Supervisor support, good relation with coworkers, training and development incentives and recognition plan were used as proxies for working environment. The findings revealed that supervisor support relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place are helpful in developing a working environment that has positive impact on employee's level of productivity in the organizations. In addition, Cooke and Meyer (2007), investigated the effect of workplace climate on employee performance using a sample of 888 employees across 8 automotive supplier firms in U.S.

Similarly, Leblebici (2012) studied the impact of workplace quality on employee's performance using a sample of 50 employees to study a foreign private bank in Turkey. The major objective of the study was to seek if there exists any relation between workplace conditions and employee's performance. The results proved that workplace environment affects employee performance but behavioral workplace environment has greater effect on employees' performance. Also, Ali, Ali and Adan (2013) examined the effects of working condition especially working hours and workload on employee's productivity using a sample of 150 respondents who are workers of the selected manufacturing companies in Mogadishu, Somalia. The results suggest that working hours acts as a driver of working condition productivity in Mogadishu manufacturing industry. Moreover, Jayaweera (2015) studied impact of work environmental factors on job performance,

mediating role of work motivation using a sample of 254 hotel workers at twenty-five chain hotels in Bristol, England. The main objective of the study was to seek for the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance.

In addition, Karuji and Kabare (2013) studied the linking work environment with employee performance. The study adopted a descriptive research design. The Sample size was 315 targeting administrators, heads of department, teaching staff and non-teaching staff. A structured questionnaire with likert scale questions was also used to collect data from the respondents. The major objective of the study was to establish the effect of work environment on employee performance in the Public Middle Level TIVET Institutions in Kenya. The findings indicated that Human Resource Management can improve on health and safety of employees by providing an environment that is conducive for employees. Furthermore, Ushie, Agba, Ogaboh and Chimaobi (2015) examined the effect of work environment and employees' commitment in agro-based industries in Cross River State, Nigeria. The main objective of the study was to examine the overall effect of work environment on employee's commitment. The study drew participants from two major agro industries in the state. A total of 1194 respondents were purposively selected for the study as a sample, The findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment. Noble (2003) states that more attention should be paid in identifying and dealing with working condition because when employees have negative perception to their environment they sometimes suffer from chronic stress.

2.4 Theoretical Framework/Model

This study was guided by the *Two Factor* theory advanced by Frederick Herzberg (1950s). This theory divided organizational factors into two (i.e., motivational and maintenance factors). Maintenance factor also known as hygiene factor include working condition and job security. This hygiene factor is de-motivator of employee. So, working condition is related to this theory because

the absence of maintenance brings high negative feeling and their presence generally brings employee on neutral state.

The independent variable is workplace climate while the dependent variable is employee performance. Hence, the main objective is to examine the effect of workplace climate on employee performance.
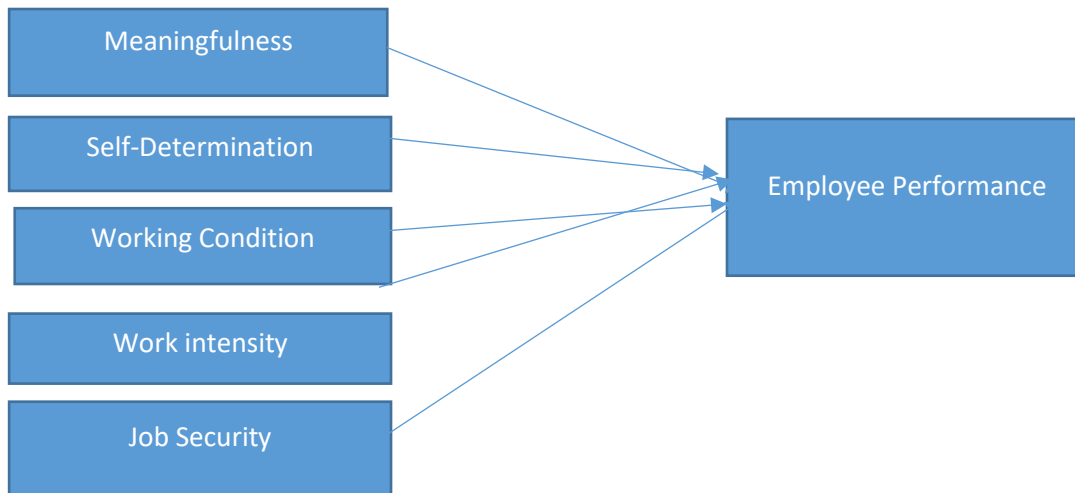

Figure 1 Workplace Climate and Employee Performance Relationship Model

Herzberg (1959) Two Factor Model or theory will be used to underpin the relationship in the Figure 1 model. The Herzberg's (1950) theory divided into two (motivational and maintenance factors) maintenance factor also known as (hygiene factor) such as working condition and job security. Two Factor Model concluded that there were two sets of conditions. First types of conditions, described as maintenance of hygiene factors, do not motivate employees by their presence but their absence dissatisfies them. The other conditions, called motivational factors, operate to build strong motivation and high job satisfaction, but their absence hardly proves strongly dissatisfies them. The other conditions, called motivational factors, operate to build strong motivation and high job satisfaction, but their absence hardly proves strongly dissatisfying.

This study argues that by providing factors including meaningfulness, self-determination, working condition, work intensity, and job security in the job of employees of the deposit money banks in Kano metropolis, performance of the employees would improve.

3.0   Method

3.1.   Sample

This study intends to examine the effect of workplace climate on employee performance. The population of the study comprises of 253 employees of 10 selected deposit money banks in Kano metropolis including Skye, Sterling, Access, First, Union, Zenith, FCMB, GTB, UBA and ECO Bank. Krejcie and Morgan (1970) table was used to select the sample size of 155 out of the population. Also, simple random sampling technique was used. Questionnaire was used as the main data collection instrument for the study. Data was analyzed using regression with the help of SPSS version 20.

3.2   Measurement of variables;

Employee performance was measured by adapting a scale developed by Rehman (2009). The scale has 6 items and a Cronbach alpha coefficient of .77. All items were measured on a five point Likert scale ranging from 1 - strongly disagree to 5 - strongly agree. On the other hand, workplace climate was measured by adapting a scale developed by Spreitzer (1995). The scale has 5 dimensions (meaningfulness, self-determination, working condition, work intensity, and job security) with 15 items. the Cronbach's alpha for meaningfulness is (.84), self-determination (.79), working iondition (.80), work intensity (.77) and job security (.76). All items were measured on a five point likert scale ranging from 1-strongly disagree to 5-strongly agreed.

4.0   Result and Discussion

This section presents the results from the data collected for this study. Specifically, the section covers the characteristics of the respondents, inferential analysis using regression method.

4.1   Characteristics of the Respondents

A total of two hundred and fifty three (253) copies of questionnaire were distributed to the respondents, where one hundred and fifty five (175) copies were completed and returned. However, only 155 were found useful for analysis.

Table 4.1   Demographics of Respondents

Respondents Characteristics	Frequency	Valid Percentage
Gender: Male	136	87.7
Female	19	12.3
Marital Status: Single	47	30.3
Married	108	69.7
Age Group: 20-29	68	43.9
30-39	41	26.5
40-49	32	20.6
50-59	9	5.8
60 and above	5	3.2
Work Experience in Years: Less than 1	21	13.5
1-5	89	57.4
5-10	19	12.3
10-15	12	7.7
Above 15	14	9.0
Educational qualification		
Phd	4	2.6
Master's Degree	34	21.9
First Degree/HND	69	44.5
NCE/ND	45	29.0
Others	3	1.9
Departments: Marketing	53	34.2
Finance	37	23.9
Customer relation	23	14.8
Human resource	14	9.0
Operations	17	11.0
Others	11	7.1

Source: Field Survey (2017)

The Table 4.1 shows the demographic statistics of the respondents. It depicts the frequencies and valid percentage of the characteristics of the respondents in terms of gender, marital status, age, work experience, educational qualification and department/unit.

4.2   Reliability of the Research Instruments

The instrument used for data collection for this study has gone through an internal consistency test which measured the degree to which items that made up the instrument were measuring the same underlying attribute. It measured the extent to which the items in the scale 'hang together'. This means that reliability test shows how the items in the instrument measure the construct under study. Nunally (1978) recommends a minimum of 0.70 Cronbach's alpha. A Cronbach's alpha of 0.50 and above, according to (Hulland, 1999), is considered appropriate for measuring reliability. Therefore, this study adopts 0.50 thresholds as suggested by (Hulland, 1999) in measuring internal consistency of the instrument. Below is the summary of the reliability test results for all variables.

Table 4.2 Summary of Reliability Analysis of Variables

Variables	Number of Items	Cronbach alpha
Meaningfulness	3	0.760
Self determination	3	0.721
Working condition	3	0.643
Work intensity	3	0.873
Job security	3	0.812
Employee performance	6	0.893

Source: Field Survey (2017)

The Table 4.2 shows that Cronbach's alpha for meaningfulness is 0.760, followed by self-determination 0.721, then working condition is 0.643, work intensity 0.873, job security is 0.812, and lastly employee performance which is 0.893. This means that all the variables were reliable enough for the study (Hulland, 1999). See appendix C for details.

4.3 Correlation

According to Pallant, (2001) Correlation analysis is used to explain the strength and direction of a linear relationship between two variables. The table below shows the correlation between the dependent variable (employee performance) and independent variables (meaningfulness, self-determination, working condition, work intensity, job security).

Table 4.3 Correlation Matrix

Pearson Correlation	1	2	3	4	5	6
Employee	1.000					
performance	.294	1.000				
Meaningfulness	.292	.621	1.000			
Self determination	.202	.308	.535	1.000		
Working condition	.569	.584	.622	.596	1.000	
Job security	.781	.438	.368	.310	663	1.000

Source: Field Survey (2017)

The Table 4.3 shows the correlation among the research variables. As can be observed from the table, none of the correlations among the research variables is below .202. This means that there is weak, moderate and strong correlation among the research variables. Cohen (1988) suggested the following guidelines; $r = 0.10$ to 0.29: as small, $r = 0.30$ to 0.49: as medium, and $r = 0.5$ to 1.0: as large.

4.4 Results

Assumptions of normality, collinearity, linearity, homoscedasticity and independence of the residual need to be examined and met for appropriate conclusion to be drawn from a collected data (Hair, Black, Babin & Anderson, 2010). To meet the homoscedasticity assumption, Norusis (1999) maintains that it holds when there is no pattern to the data distribution and residuals are randomly around the horizontal line through zero of the residuals plot. In this study, the residuals scores were not scattered around the horizontal line but concentrated at the center along zero point. In addition, to meet the assumption of independence of error term, Durbin Watson was used. Norusis (1999),

reported that if the Durbin Watson value falls between 1.5 and 2.5, the assumption of independence of error term is not violated. The Durbin Watson for this study was 2.048. As shown below, hence it met the assumption.

Multicollinearity has to do with the degree of high correlation among independent variables. According to Hair et al. (2010), collinearity exist when the ability of an additional independent is related to the independent variable already in the regression equation. The correlation matrix for the study shows no sign of multicollinearity problem among all the independent variables. In addition to the above, Hair et al.(2010) stated that variance inflation factor (VIF) and tolerance statistics are two important statistical tools that can be used to check for multicollinearity. According to them any VIF that exceeds 0.10 and a tolerance value that is lower than 0.10 are indications of a problem of multicollinearity. Thus, the results of this study show a VIF that is less than 0.10 and tolerance value is more than 0.10.

Table 4.4   Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797[a]	.635	.622	3.19334	2.048

Table 4.4 shows the coefficient for the study which is $R^2 = .635$. This indicates that 63% of the variability in employee performance (dependent variable) has been significantly explained by the independent variables (meaningfulness, self-determination, working condition, work intensity, job security) under study. The R square is reasonable enough considering the social science nature of this study (Cohen, 1988). Also, the Durbin Watson is 2.048 which fall within the acceptable range of 1.5 to 2.5 as recommended by Norusis (1999).

Table 4.5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2638.884	5	527.777	51.756	.000[b]
1	Residual	1519.413	149	10.197		
	Total	4158.297	154			

A. Dependent Variable: Employeeperformance

B. Predictors: (Constant), Jobsecurity, Workingcondition, Meaningfulness, Selfdetermination, Workntensity

The Table 4.5 indicates that the model as a whole is significant, considering the sig. F change value $(F(5, 149) = 51.756, p < 0.0005)$. The level of significance is 0.000 which implies that the analysis of variance for the study has fallen within the acceptable standards. It shows that the model is good and fit for the study.

Table 4.6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	Tvalue	Sig.	Collinearity Statistics	
	B	Std. Error	Beta (β)			Tolerance	VIF
(Constant)	4.377	1.144		3.826	.000		
Meaningfulness	-.245	.120	-.139	-2.042	.043	.525	1.904
Self determination	.078	.124	.046	.625	.533	.459	2.178
Working condition	-.235	.112	-.137	-2.097	.038	.573	1.747
Work intensity	.357	.138	.229	2.591	.011	.314	3.186
Job security	1.194	.112	.716	10.660	.000	.543	1.842

The Table 4.6 shows the contribution of each dimension of the independent variable, i.e. workplace climate (meaningfulness, self-determination, working condition, work intensity and job security) in predicting the dependent variable (employee performance). The Table showed that only job security among all the independent variables is positively related to employee performance (p value = 0.000; β =0.716; t =10.660. This means that job security is strongly significant in predicting employee performance by 72 %. Unexpectedly, results show that all other dimensions of the independent variable (meaningfulness, self-determination, working condition, and work intensity) have no significant relationship with employee performance.

4.5 Test of Hypotheses

Based on the above analysis, hypothesis (1) which states that there is no significant relationship between meaningfulness and employee performance was accepted by the statistical analysis with p value = 0.043 and beta coefficient = -.139. This means that meaningfulness is not significant in predicting employee performance. Also, hypothesis (2) which states that there is no significant relationship between self-determination and employee performance was accepted with p value = .533 and beta coefficient = .046. This implies that self-determination is not significant in predicting

employee performance. Similarly, hypothesis (3) which states that there is no significant relationship between working condition and employee performance was accepted by statistical analysis with p value = 0.038 and beta =0.137. This means that working condition is not significant in predicting employee performance. Moreover, hypothesis (4) which states that there is no significant relationship between work intensity and employee performance was accepted by statistical analysis with p value = 0.011 and beta =0.229. This means that work intensity is also not significant in predicting employee performance. Lastly, hypothesis (5) which states that there is no significant relationship between job security and employee performance was rejected by statistical analysis with p value =0.000 and beta =0.716. This means that job security is strongly significant in predicting employee performance.

4.6   Discussion of Findings

Meaningfulness was found to have no significant effect on performance of employees in deposit money banks in Kano metropolis. Meaningfulness has to do with the extent to which the employees take or perceive their job as personally important, rewarding and meaningful. Hence, among the three items on meaningfulness, work importance is the only significant item leaving work meaningfulness and reward as insignificant. The reason for the above could be, most employees of DMBs in Kano view their job as important to their life even though not personally rewarding and meaningful to their life for other reasons such as increasing unemployment, high poverty, etc. This is in line or consistent with findings of previous studies (Kahyu, 2007; Parveen, Sohail, Naeem, Azhar, & Khan, 2004; Samson, Weiganju & Kaima, 2015).

Also, the test of the hypothesis revealed that self-determination is not significant in predicting or explaining variability in employee performance. This means that most employees working in the Nigerian deposits money banks have no or very little opportunity of independence or decision concerns in their job. In other words, it means that the management decides on what to do and what not to do, thereby giving the employees little freedom of decision making and independence of work. This is consistent with the findings of previous studies (Aisha, Hardjomidjojo & Tassierli, 2013; Imran, Fatima, Zaheer, Ousaf & Batool, 2012; Leblebici, 2012).

Further, working condition was also found to be not significant in predicting employee performance. This is highly unexpected because the management of the banks provides safe and healthy working conditions for their employees, ensuring fair treatment among their employees and ensures that employees are satisfied with the environment or working conditions. These factors played a vital role in influencing the performance of employees. This is also consistent with the findings of previous researches (Ali, Ali & Adan, 2013; Awan & Tahir, 2015; Karuji & Kabure, 2013; Ushie, Agba, Ogaboh & Okone, 2015; Jayaweera, 2015).

Similarly, the result revealed that work intensity is significant in predicting employee performance of deposit money banks in Kano metropolis. The reasons for the above results could be due to the fact that banks management takes in to consideration the level of work load the employees should perform so as to avoid error and poor performance. This would reduce the intensity of the tasks, pain and exhaustion and will go a long way in improving employee's performance. This is similar to the findings of (Dasgupta, 2013; Nharuddi & Sadegi, 2013; Hameed & Hassan, 2015; Shah, Jaffari, Aziz, Ezak & Raza, 2011).

Lastly, the result also revealed that job security is significant in predicting employee performance of deposit money banks in Kano metropolis. This means that, the banks employees have expectation to work with the bank for a long-time, the banks does their best to keep employees working full time and have a good future in the bank. This played a significant role in influencing employees performance and consistent with the finding of previous studies (Nassazi, 2013; Oswald, 2012; Shahzadi, Javeed, Pirzada, Nasreen & Khanam, 2014; Wambugu, 2014).

5.0 Conclusion and Recommendation

This study concludes that meaningfulness significantly affects employee performance of deposits money banks in Kano metropolis. This is due to the fact that most of the banks employees personally view the job as important to their life even though not rewarding and meaningful. Also, this study concludes that self-determination is not significant in predicting or explaining variability in employee performance. The reason is that most employees working in the Nigerian deposits money banks have no or very little opportunity of independence or decision concerning their jobs. In addition, this study also concludes that working condition is significant in predicting employee

performance. This is because the management of the banks provides safe and healthy working conditions for their employees, ensuring fair treatment among their employees and ensures that employees are satisfied with the environment or working conditions. Similarly, this study also concludes that work intensity is significant in predicting employee performance of deposit money banks in Kano metropolis. The reasons for the above results could be due to the fact that banks management takes in to consideration the level of work load the employees should perform so as to avoid error and poor performance. Finally, this study concludes that job security is significant in predicting employee performance of deposit money banks in Kano metropolis. This means that, the banks employees have expectation to work with the bank for a long-time, the banks does their best to keep employees working full time and have a good future in the bank.

5.1 Recommendations

Based on the conclusion, this study provides some specific recommendations;

Management of DMBs should concentrate on how to improve the general meaningfulness of the job to their employees by improving their compensation or rewards packages as well as making the job more personally meaning to their employees. This will further boost the meaningfulness of the job and improves the performance of the employees.Also, this study also recommends management of DMBs should pay less attention to self-determinationbecause is not significant in predicting or explaining variability inemployee performance.The reason is that most employees working in the Nigerian deposits money banks have no or very little opportunity of independence or decision concerning their job.In addition, this study also recommends that management of DMBs should pay more attention towards improving the weak item on working conditions. This includes;safety and healthy working conditions for their employees, ensuring fair treatment among their employees and ensures that employees are satisfied with the environment or working conditions.Similarly, this study also recommends that management of DMBs should focus on improving work intensity in order to boost employee performance of deposit money banks in Kano metropolis. The factors are; consideration of the level of work load the employees should perform so as to avoid error and poor performance.Finally, this study also recommends that management should concentrate on providing adequate job security so as to improve employee performance of deposit money banks in Kano metropolis. This means that, the banks should provide the employees

with expectation to work with the bank for a long-time, the banks should do their best to keep employees working full time and have a good future in the banks

5.2 Recommendation for Future Research

This research investigation was conducted using only banks located in Kano. The same study may be replicated by using a larger sample size, wider geographical coverage in order to enhance the prospect of generalization. Future studies may also use a more advanced tools of analysis such as SmartPLS, AMOS, and structural equation modelling (SEM).

A similar study can be replicated using different methodology such as a longitudinal survey in order to capture how employees may perceive the effects of the practices over a period of time.

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